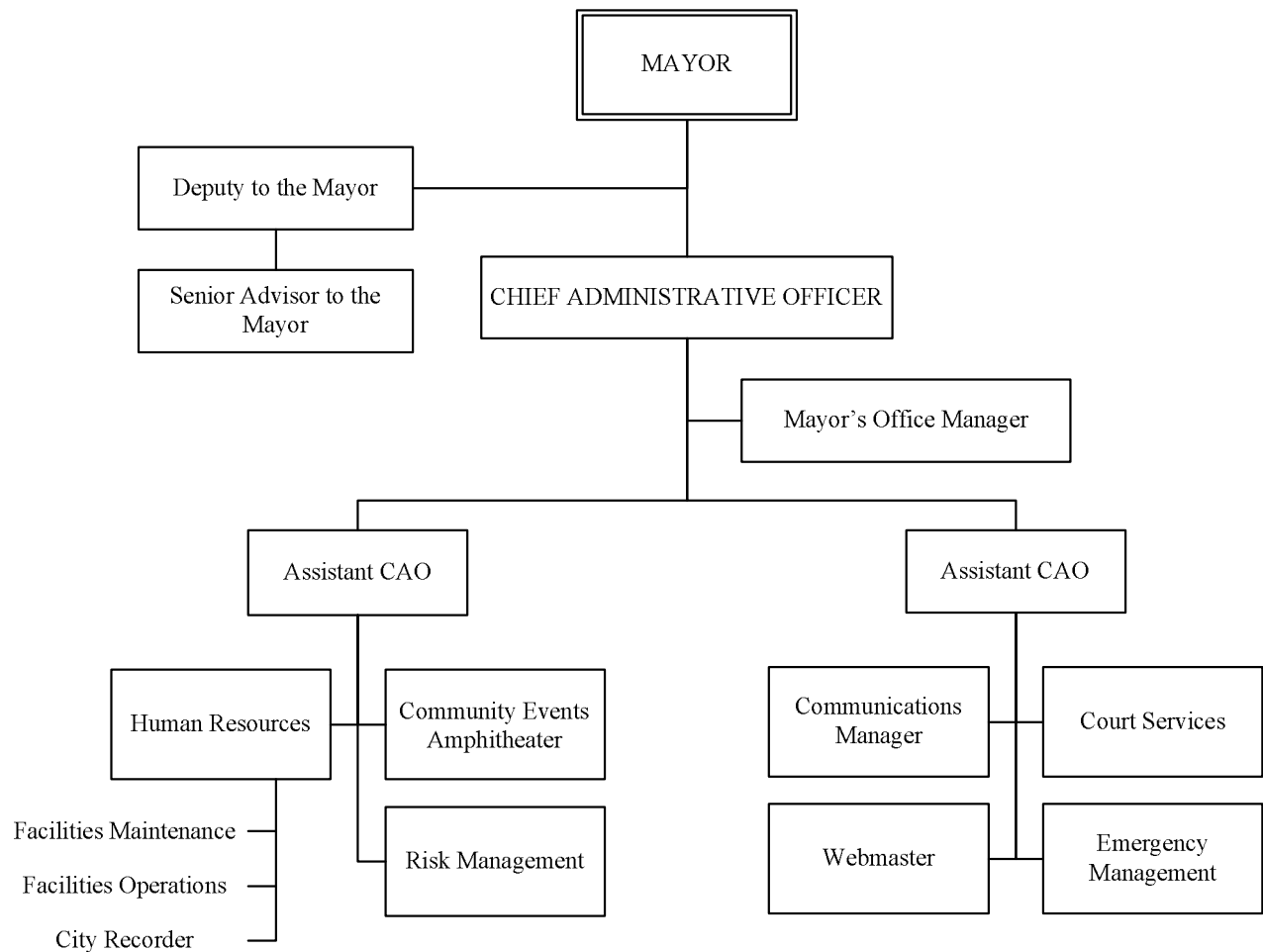


## Department Organization

## Administration

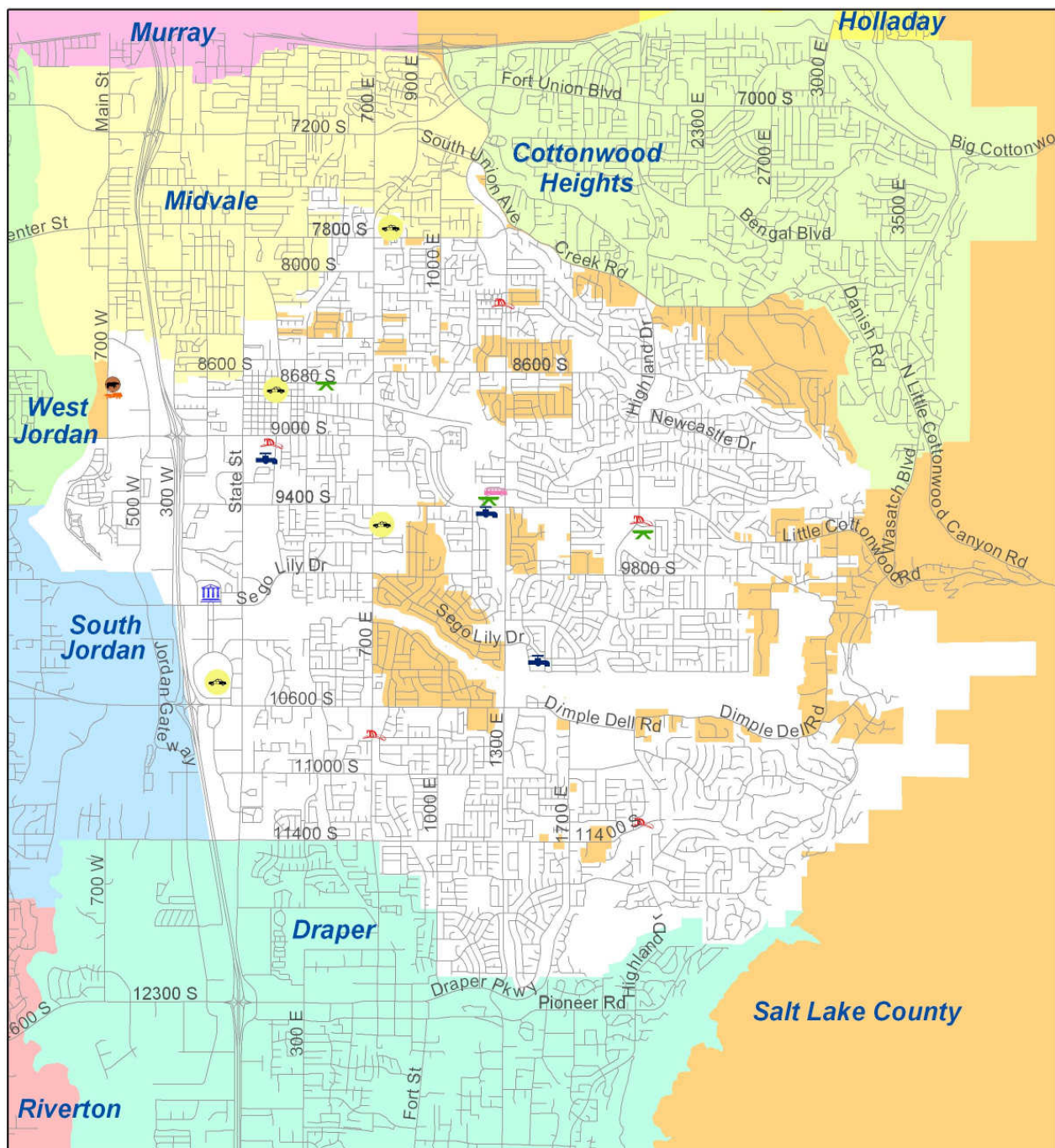


## Department Description

Sandy City Administration is charged with ensuring the quality management of all city services and activities. Led by the Mayor and the Chief Administrative Officer, the department is active in all of the general management practices of the city. Specific, day-to-day operations of city functions are the responsibility of skilled department directors who work in conjunction with Administration in "enhancing the quality of life in our community."

## Department Mission

The mission of the Administration Department is to provide general oversight and direction for all city services and operations.



### Legend

- |   |                |   |                     |
|---|----------------|---|---------------------|
|  | Fire Stations  |  | Public Utilities    |
|  | Animal Control |  | Public Works        |
|  | City Hall      |  | Recreation          |
|  | Police         |  | Sen. Citizen Center |

## Public Facilities

Scale: 1 Inch = 1 Mile



Produced by Sandy City GIS  
 Jake Petersen, GIS Technician  
 April 27, 2009

- Provide oversight and direction to city departments as outlined by the Mayor and the Chief Administrative Officer.

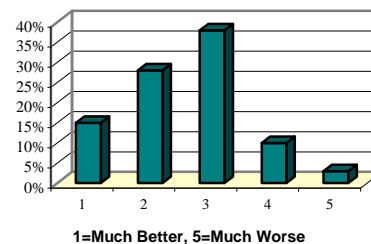
## Five-year Accomplishments

- Developed and enhanced new city web page and citizen newsletter.
- Purchased, renovated, and transitioned Third District Court facility to City Justice Center.
- Continued development of parks and cultural arts facilities at 9400 South 1300 East.
- Implemented numerous legislative initiatives designed to improve operational efficiencies.

## Performance Measures & Analysis

The Administration Department has conducted an annual citizen survey since 1995. The survey, conducted by Dan Jones and Associates, Inc., serves as an excellent report card to identify city strengths and weaknesses. The survey is reviewed by each department and incorporated into each department's process improvement efforts. The survey also serves as a great feedback tool in specifically asking city residents what they would like to see from the city in the future, for example, additional recreation amenities, street improvements, cultural arts initiatives, etc.

**Sandy City Today vs. Five Years Ago**



| Citizen Response (Fiscal Year)   | 2006      | 2007 | 2008 | 2009 |
|--|-----------|------|------|------|
| <b>Sandy City Today vs. Five Years Ago</b>   |           |      |      |      |
| Much better  | No        | 13%  | 12%  | 15%  |
| Somewhat better  | Survey    | 31%  | 30%  | 28%  |
| About the same   | Conducted | 36%  | 38%  | 38%  |
| Somewhat worse   | December  | 10%  | 10%  | 10%  |
| Much worse   | 2005      | 3%   | 3%   | 3%   |
| <b>Service Rating (rating scale: 1=very dissatisfied, 5=very satisfied)</b>  |           |      |      |      |
| Courtesy of city employees   |           | 4.04 | 4.07 | 4.06 |
| Overall work performance of city employees   |           | 3.95 | 4.01 | 4.01 |
| <b>During the past year, have you contacted any Sandy City office to seek information, service, or file a complaint?</b> |           |      |      |      |
| Those answering yes  |           | 43%  | 49%  | 49%  |
| Satisfaction level   |           |      |      |      |
| Very Satisfied   |           | 47%  | 54%  | 50%  |
| Somewhat Satisfied   |           | 28%  | 29%  | 30%  |
| Somewhat Dissatisfied  |           | 11%  | 7%   | 6%   |
| Very Dissatisfied  |           | 13%  | 9%   | 12%  |
| Don't Know   |           | 1%   | 1%   | 1%   |
| <b>Survey Opinion (rating scale: 1=strongly agree, 5=strongly disagree)</b>  |           |      |      |      |
| Before the city makes major decisions, citizens' opinions are considered   |           | 2.44 | 2.53 | 2.50 |
| I know how to inform the city about how I feel on important issues   |           | 2.10 | 2.08 | 2.11 |
| Sandy is a good place to live  |           | 1.24 | 1.22 | 1.22 |

## Significant Budget Issues

- 1 Seasonal FTE's** - Due to budget cuts, seasonal FTE's have been reduced for FY 2010. Additional seasonal FTE's have been converted to fund a new Appointed Category 3 Community Liaison position.
- 2 Assistant Chief Administrative Officer** - The Assistant to the CAO position was converted into an Assistant Chief Administrative Officer position.

# Budget Information

# Mayor

| Department 11                   | 2006<br>Actual    | 2007<br>Actual    | 2008<br>Actual    | 2009<br>Estimated | 2010<br>Approved  |
|---------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| <b>Financing Sources:</b>       |                   |                   |                   |                   |                   |
| General Taxes & Revenue         | \$ 407,770        | \$ 441,452        | \$ 452,860        | \$ 464,893        | \$ 437,707        |
| Administrative Charges          |                   |                   |                   |                   |                   |
| 31411 Redevelopment Agency      | 12,260            | 28,004            | 44,115            | 47,364            | 53,547            |
| 31412 Water                     | 39,757            | 22,586            | 12,936            | 14,290            | 15,319            |
| 31416 Storm Water               | 3,924             | -                 | -                 | -                 | -                 |
| <b>Total Financing Sources</b>  | <b>\$ 463,711</b> | <b>\$ 492,042</b> | <b>\$ 509,911</b> | <b>\$ 526,547</b> | <b>\$ 506,573</b> |
| <b>Financing Uses:</b>          |                   |                   |                   |                   |                   |
| 411111 Regular Pay              | \$ 302,242        | \$ 318,950        | \$ 338,294        | \$ 343,946        | \$ 332,271        |
| 411113 Vacation Accrual         | 4,276             | 7,378             | 1,692             | -                 | -                 |
| 411121 Seasonal Pay             | 17,340            | 14,520            | -                 | 11,775            | 5,587             |
| 411131 Overtime/Gap             | 154               | 213               | -                 | -                 | -                 |
| 411211 Variable Benefits        | 66,937            | 70,237            | 72,709            | 74,191            | 71,706            |
| 411213 Fixed Benefits           | 16,493            | 19,018            | 16,716            | 17,442            | 17,025            |
| 411214 Retiree Health Benefit   | -                 | 1,645             | -                 | 5,653             | 5,706             |
| 41131 Vehicle Allowance         | 10,840            | 11,272            | 10,914            | 11,832            | 11,832            |
| 41132 Mileage Reimbursement     | 191               | 141               | 597               | 300               | 300               |
| 41135 Phone Allowance           | 1,129             | 1,200             | 1,617             | 1,205             | 1,205             |
| 4121 Books, Subs. & Memberships | 2,471             | 3,163             | 2,046             | 3,390             | 3,390             |
| 41231 Travel                    | 6,054             | 3,936             | 6,128             | 11,261            | 11,261            |
| 41232 Meetings                  | 9,019             | 9,067             | 8,787             | 4,050             | 4,050             |
| 41235 Training                  | 100               | 38                | 285               | 2,500             | 2,500             |
| 41237 Training Supplies         | 1,407             | -                 | -                 | -                 | -                 |
| 412400 Office Supplies          | 868               | 1,957             | 2,103             | 2,900             | 2,900             |
| 412440 Computer Supplies        | -                 | -                 | -                 | 248               | 248               |
| 412460 Media Relations          | 3,631             | 7,275             | 1,821             | 4,000             | 4,000             |
| 412470 Special Programs         | 2,678             | 6,643             | 3,477             | 9,412             | 9,412             |
| 412490 Miscellaneous Supplies   | 2,021             | 1,300             | 1,827             | 2,000             | 2,000             |
| 412611 Telephone                | 1,383             | 1,406             | 1,371             | 2,239             | 2,322             |
| 413723 UCAN Charges             | 88                | -                 | -                 | 810               | 810               |
| 414111 IS Charges               | 9,087             | 14,494            | 18,706            | 17,393            | 18,048            |
| 4174 Equipment                  | 5,302             | (1,811)           | 20,821            | -                 | -                 |
| <b>Total Financing Uses</b>     | <b>\$ 463,711</b> | <b>\$ 492,042</b> | <b>\$ 509,911</b> | <b>\$ 526,547</b> | <b>\$ 506,573</b> |

| Staffing Information           | Bi-weekly Salary |             | Full-time Equivalent |         |         |
|--------------------------------|------------------|-------------|----------------------|---------|---------|
|                                | Minimum          | Maximum     | FY 2008              | FY 2009 | FY 2010 |
| <b>Elected Official:</b>       |                  |             |                      |         |         |
| Mayor                          |                  |             | 1.00                 | 1.00    | 1.00    |
| <b>Appointed - Category 1:</b> |                  |             |                      |         |         |
| Deputy to the Mayor            | \$ 3,092.00      | \$ 4,869.90 | 1.00                 | 1.00    | 1.00    |
| Senior Advisor to the Mayor    | \$ 1,478.40      | \$ 2,328.50 | 0.50                 | 0.50    | 0.50    |
| Office Manager                 | \$ 1,286.40      | \$ 2,026.10 | 0.50                 | 0.50    | 0.50    |
| <b>Appointed - Category 3:</b> |                  |             |                      |         |         |
| Community Liaison              | \$ 9.43          | \$ 15.08    | 0.00                 | 0.00    | 0.10    |
| <b>Regular:</b>                |                  |             |                      |         |         |
| Communications Manager         | \$ 1,943.20      | \$ 3,060.50 | 0.25                 | 0.25    | 0.25    |
| <b>Seasonal:</b>               |                  |             |                      |         |         |
| Intern                         | \$ 9.43          | \$ 15.08    | 0.86                 | 0.86    | 0.17    |
| <b>Total FTEs</b>              |                  |             | 4.11                 | 4.11    | 3.52    |

# Budget Information

# Chief Administrative Officer

| Department 12                   | 2006<br>Actual    | 2007<br>Actual    | 2008<br>Actual    | 2009<br>Estimated | 2010<br>Approved  |
|---------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| <b>Financing Sources:</b>       |                   |                   |                   |                   |                   |
| General Taxes & Revenue         | \$ 386,610        | \$ 396,209        | \$ 412,925        | \$ 426,147        | \$ 391,076        |
| Administrative Charges          |                   |                   |                   |                   |                   |
| 31411 Redevelopment Agency      | 5,203             | 5,001             | 5,997             | 11,512            | 20,370            |
| 31412 Water                     | 25,122            | 29,756            | 41,675            | 46,106            | 38,079            |
| 31413 Waste Collection          | 7,353             | 5,784             | 8,033             | 10,233            | 9,235             |
| 31414 Fleet Operations          | 4,013             | 1,682             | 2,473             | 2,644             | 2,178             |
| 31415 Information Systems       | 922               | 3,101             | 1,844             | 3,144             | 6,443             |
| 31416 Storm Water               | 4,453             | 3,009             | 3,781             | 4,344             | 4,243             |
| 31417 Alta Canyon Sports Center | 2,312             | 2,938             | 2,804             | 4,630             | 3,897             |
| 31418 Golf                      | 1,038             | 1,509             | 2,048             | 2,176             | 2,129             |
| 31419 Sandy Arts Guild          | -                 | 433               | 1,000             | 798               | 670               |
| 314110 Recreation               | -                 | 410               | 628               | 759               | 789               |
| 314111 Risk                     | -                 | 13,046            | 19,215            | 20,272            | 18,135            |
| <b>Total Financing Sources</b>  | <b>\$ 437,026</b> | <b>\$ 462,878</b> | <b>\$ 502,423</b> | <b>\$ 532,765</b> | <b>\$ 497,244</b> |
| <b>Financing Uses:</b>          |                   |                   |                   |                   |                   |
| 411111 Regular Pay              | \$ 306,373        | \$ 311,903        | \$ 343,426        | \$ 362,758        | \$ 334,460        |
| 411113 Vacation Accrual         | 3,698             | 7,291             | 992               | -                 | -                 |
| 411121 Seasonal Pay             | -                 | 3,270             | 1,988             | 6,127             | 2,939             |
| 411211 Variable Benefits        | 66,200            | 67,672            | 74,118            | 77,120            | 70,740            |
| 411213 Fixed Benefits           | 22,992            | 21,665            | 23,220            | 25,621            | 24,335            |
| 411214 Retiree Health Benefit   | 6,610             | 2,452             | 2,652             | 5,735             | 6,526             |
| 41131 Vehicle Allowance         | 9,842             | 9,606             | 11,010            | 13,311            | 13,311            |
| 41132 Mileage Reimbursement     | 76                | 67                | 649               | 300               | 300               |
| 41135 Phone Allowance           | 1,008             | 951               | 1,168             | 1,080             | 1,080             |
| 4121 Books, Subs. & Memberships | 2,654             | 4,688             | 3,597             | 2,500             | 2,500             |
| 41231 Travel                    | 3,200             | 6,513             | 7,579             | 6,000             | 6,000             |
| 41232 Meetings                  | 1,610             | 2,748             | 2,023             | 3,694             | 3,694             |
| 41234 Education                 | -                 | -                 | -                 | 1,000             | 1,000             |
| 41235 Training                  | -                 | -                 | 720               | 800               | 800               |
| 412400 Office Supplies          | 551               | 1,395             | 2,508             | 2,300             | 2,300             |
| 412440 Computer Supplies        | 22                | -                 | -                 | 427               | 427               |
| 412490 Miscellaneous Supplies   | 1,497             | 995               | 945               | 800               | 800               |
| 412511 Equipment O & M          | 315               | 376               | 1,458             | 150               | 150               |
| 412611 Telephone                | 1,192             | 1,345             | 1,259             | 1,484             | 1,977             |
| 413723 UCAN Charges             | 240               | 520               | 529               | 810               | 810               |
| 41379 Professional Services     | -                 | -                 | 189               | 1,200             | 1,200             |
| 414111 IS Charges               | 10,093            | 15,592            | 22,497            | 17,667            | 20,654            |
| 41471 Fleet O & M               | 1,236             | 1,223             | 1,439             | 1,881             | 1,241             |
| 4174 Equipment                  | (2,383)           | 2,606             | (1,543)           | -                 | -                 |
| <b>Total Financing Uses</b>     | <b>\$ 437,026</b> | <b>\$ 462,878</b> | <b>\$ 502,423</b> | <b>\$ 532,765</b> | <b>\$ 497,244</b> |

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**Budget Information (cont.)**
**Chief Administrative Officer**

| Staffing Information               | Bi-weekly Salary |             | Full-time Equivalent |         |         |
|------------------------------------|------------------|-------------|----------------------|---------|---------|
|                                    | Minimum          | Maximum     | FY 2008              | FY 2009 | FY 2010 |
| <b>Appointed - Category 1:</b>     |                  |             |                      |         |         |
| Chief Administrative Officer       | \$ 3,619.20      | \$ 5,700.20 | 1.00                 | 1.00    | 1.00    |
| Asst. Chief Administrative Officer | \$ 3,092.00      | \$ 4,869.90 | 1.00                 | 1.00    | 1.25    |
| Office Manager                     | \$ 1,286.40      | \$ 2,026.10 | 0.50                 | 0.50    | 0.50    |
| <b>Regular:</b>                    |                  |             |                      |         |         |
| Assistant to the CAO               | \$ 2,086.40      | \$ 3,286.10 | 0.25                 | 0.25    | 0.00    |
| Communications Manager             | \$ 1,943.20      | \$ 3,060.50 | 0.25                 | 0.25    | 0.25    |
| <b>Seasonal:</b>                   |                  |             |                      |         |         |
| Intern                             | \$ 9.43          | \$ 15.08    | 0.42                 | 0.42    | 0.13    |
| <b>Total FTEs</b>                  |                  |             | 3.42                 | 3.42    | 3.13    |



- Assist departments in sustaining a workforce that is competent, value driven, and health wise.
- Strengthen customer respect, trust, and confidence.
- Strategically plan and manage resources.
- Foster positive communication and an enjoyable working environment.
- Strengthen operational partnerships and align services with priorities and resources.
- Ensure quality management of the city's recruitment, testing, selection, and hiring efforts.
- Manage and maintain a quality compensation and classification program for city employees.
- Establish organizational human resource policy and compliance efforts consistent with federal and state law.
- Develop programs to further employee effectiveness, including training, safety, and health practices.
- Coordinate employee benefit and education programs to ensure quality and cost effective services and increase employee understanding of benefit decisions.

**Five-year Accomplishments**

- Revised the city's "Fit For Life" wellness program by implementing the Apple Program.
- Coordinated the facilitation of Covey training for employees.
- Complied with new federal legislation amendments including ADA, FMLA, COBRA, and the American Recovery and Reinvestment Act (ARRA).
- Implemented a Retirement Medical Plan using ICMA-RC's Retiree Health Savings (RHS) Plan.
- Created three new RHS plans and made significant amendments to the existing plan.
- Converted public safety employees into the non-contributory Utah Retirement System.
- Revised the employee appeals process in accordance with state statute and recent case law.
- Updated the employee classification system.
- Conducted an employee satisfaction survey for the HR & Mgt Services department.
- Transitioned the city's benefit plan year to align with the city's fiscal year.
- Successfully transitioned to a new occupational health and drug screening provider.
- Developed and unveiled the city's intranet - a web-based resource of information for employees.
- Implemented a city-wide employee education and communication initiative.
- Completed a job classification audit and made modifications to ensure compliance with new FLSA regulations.
- Continued to provide a successful supervisor and employee training program.
- Implemented HIPAA compliant policies and procedures.

**Performance Measures & Analysis**

Over the past several years, the workload for the Human Resources Department has increased as a result of the following events:

- a fluctuating employment market,
- the acquisition of new city divisions - the Alta Canyon Recreation Center and the River Oaks Golf Course,
- the hiring of additional personnel in existing city departments, and
- additional and changing federal and state compliance issues, including FMLA, HIPAA, COBRA, ADA and USERRA.

| Measure (Calendar Year)                     | 2006  | 2007   | 2008   |
|---|-------|--------|--------|
| City Employees (FTE)                        | 637.1 | 649.31 | 646.48 |
| Recruitments                                | 159   | 129    | 143    |
| Job Audits                                  | 123   | 62     | 41     |
| Consultation (in hours)                     | 128   | 117    | 115    |
| Employment Applications                     | 2,636 | 2,443  | 3,022  |
| Average Time to Fill a Position (in days)   | 38    | 50     | 36     |
| HR Cost per Hire                            | \$400 | \$437  | \$430  |
| Employee Turnover Rate                      | 9.1%  | 8.8%   | 6.7%   |
| HR Staff to Employee Ratio per hundred      | 0.89  | 0.88   | 0.88   |
| HR Expense per FTE                          | \$798 | \$801  | \$836  |
| HR Expenses as a Pct. of Operating Expenses |       |        |        |
| Consolidated Budget                         | 0.83% | 0.80%  | 0.83%  |
| General Fund                                | 1.41% | 1.34%  | 1.33%  |

## Performance Measures & Analysis (cont.)

## Human Resources

| Measure (Calendar Year)   | 2006    | 2007    | 2008    |
|---|---------|---------|---------|
| Pct. of Medical Premium the City pays for Employee-Only Coverage        | 100%    | 100%    | 100%    |
| Pct. of Medical Premium the City pays for Employee & Dependent Coverage | 96.5%   | 95.3%   | 93.2%   |
| Health Care Expense per Employee  |         |         |         |
| All Employees   | \$3,849 | \$4,042 | \$4,224 |
| Covered Employees   | \$7,201 | \$7,405 | \$7,884 |

## Significant Budget Issues

No significant budget issues.

## Budget Information

| Department 1210                 | 2006<br>Actual    | 2007<br>Actual    | 2008<br>Actual    | 2009<br>Estimated | 2010<br>Approved  |
|---------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| <b>Financing Sources:</b>       |                   |                   |                   |                   |                   |
| General Taxes & Revenue         | \$ 410,783        | \$ 394,298        | \$ 445,419        | \$ 432,371        | \$ 439,035        |
| Administrative Charges          |                   |                   |                   |                   |                   |
| 31411 Redevelopment Agency      | 1,237             | 1,263             | 1,064             | 1,356             | 1,893             |
| 31412 Water                     | 39,936            | 43,622            | 44,662            | 54,822            | 50,481            |
| 31413 Waste                     | 3,795             | 3,992             | 3,897             | 4,326             | 4,419             |
| 31414 Fleet Operations          | 8,289             | 5,152             | 6,341             | 7,551             | 6,883             |
| 31415 Information Services      | 1,347             | 3,203             | 3,580             | 3,485             | 3,879             |
| 31416 Storm Water               | 6,931             | 6,639             | 7,387             | 12,011            | 11,450            |
| 31417 Alta Canyon Sports Center | 13,032            | 11,000            | 13,685            | 10,674            | 12,343            |
| 31418 Golf                      | 4,350             | 3,122             | 4,034             | 3,742             | 3,705             |
| 31419 Sandy Arts Guild          | -                 | 209               | 524               | 251               | 549               |
| 314110 Recreation               | -                 | 2,048             | 2,647             | 2,523             | 3,406             |
| 314111 Risk                     | -                 | 1,160             | 1,415             | 2,031             | 1,295             |
| <b>Total Financing Sources</b>  | <b>\$ 489,700</b> | <b>\$ 475,708</b> | <b>\$ 534,655</b> | <b>\$ 535,143</b> | <b>\$ 539,338</b> |
| <b>Financing Uses:</b>          |                   |                   |                   |                   |                   |
| 411111 Regular Pay              | \$ 228,018        | \$ 238,284        | \$ 273,323        | \$ 285,630        | \$ 282,917        |
| 411113 Vacation Accrual         | 8,335             | -                 | 8,390             | -                 | -                 |
| 411121 Seasonal Pay             | 17,747            | 5,660             | 67                | -                 | -                 |
| 411131 Overtime/Gap             | 173               | 230               | -                 | -                 | -                 |
| 411211 Variable Benefits        | 51,953            | 51,821            | 58,037            | 60,330            | 59,488            |
| 411213 Fixed Benefits           | 35,657            | 34,592            | 35,231            | 36,383            | 45,871            |
| 411214 Retiree Health Benefits  | -                 | -                 | 1,188             | 1,235             | 3,216             |
| 41132 Mileage Reimbursement     | 328               | 99                | 163               | 400               | 400               |
| 41135 Phone Allowance           | 279               | 480               | 482               | 480               | 480               |
| 4121 Books, Subs. & Memberships | 1,893             | 1,920             | 1,739             | 2,000             | 2,000             |
| 41221 Public Notices            | 20,942            | 13,493            | 9,027             | 7,560             | 6,960             |
| 41231 Travel                    | 4,774             | 2,187             | -                 | 3,400             | 3,400             |
| 41232 Meetings                  | 579               | 708               | 611               | 1,000             | 1,000             |
| 41235 Training                  | 2,792             | 1,123             | 670               | 2,000             | 2,000             |
| 41237 Training Supplies         | 293               | 215               | 332               | 350               | 350               |
| 412400 Office Supplies          | 3,990             | 2,427             | 1,819             | 2,400             | 2,400             |



**Budget Information (cont.)**
**Human Resources**

| <b>Department 1210</b>        | <b>2006<br/>Actual</b> | <b>2007<br/>Actual</b> | <b>2008<br/>Actual</b> | <b>2009<br/>Estimated</b> | <b>2010<br/>Approved</b> |
|-------------------------------|------------------------|------------------------|------------------------|---------------------------|--------------------------|
| 412435 Printing               | 1,491                  | 1,434                  | 1,359                  | 1,700                     | 1,700                    |
| 412440 Computer Supplies      | 362                    | -                      | -                      | 533                       | 533                      |
| 412470 Special Programs       | 29,911                 | 26,457                 | 42,728                 | 47,720                    | 48,770                   |
| 412490 Miscellaneous Supplies | 1,518                  | 655                    | 57                     | 500                       | 500                      |
| 412511 Equipment O & M        | 443                    | 394                    | 60                     | 250                       | 250                      |
| 412611 Telephone              | 2,519                  | 2,514                  | 2,606                  | 3,846                     | 4,155                    |
| 41379 Professional Services   | 39,803                 | 31,481                 | 32,500                 | 52,531                    | 49,027                   |
| 414111 IS Charges             | 20,902                 | 22,616                 | 24,385                 | 24,895                    | 23,921                   |
| 4174 Equipment                | 14,998                 | 36,918                 | 39,881                 | -                         | -                        |
| <b>Total Financing Uses</b>   | <b>\$ 489,700</b>      | <b>\$ 475,708</b>      | <b>\$ 534,655</b>      | <b>\$ 535,143</b>         | <b>\$ 539,338</b>        |

| <b>Staffing Information</b>    | <b>Bi-weekly Salary</b> |                | <b>Full-time Equivalent</b> |                |                |
|--------------------------------|-------------------------|----------------|-----------------------------|----------------|----------------|
|                                | <b>Minimum</b>          | <b>Maximum</b> | <b>FY 2008</b>              | <b>FY 2009</b> | <b>FY 2010</b> |
| <b>Appointed - Category 2:</b> |                         |                |                             |                |                |
| HR & Mgmt Services Director    | \$ 2,775.20             | \$ 4,370.90    | 1.00                        | 1.00           | 1.00           |
| <b>Regular:</b>                |                         |                |                             |                |                |
| Management Analyst             | \$ 1,588.00             | \$ 2,501.10    | 1.00                        | 1.00           | 1.00           |
| Benefits Coordinator           | \$ 1,345.60             | \$ 2,119.30    | 1.00                        | 1.00           | 1.00           |
| Human Resource Specialist      | \$ 1,168.80             | \$ 1,840.90    | 1.00                        | 1.00           | 1.00           |
| Receptionist                   | \$ 821.60               | \$ 1,294.00    | 1.00                        | 1.00           | 1.00           |
| <b>Part-time:</b>              |                         |                |                             |                |                |
| Secretary                      | \$ 11.80                | \$ 18.59       | 0.69                        | 0.69           | 0.69           |
| <b>Total FTEs</b>              |                         |                | <b>5.69</b>                 | <b>5.69</b>    | <b>5.69</b>    |



- Maintain functional, clean, and comfortable buildings.
- Manage efficient and safe building systems, including HVAC, security, and custodial operations.
- Ensure that buildings are in good repair and in compliance with fire and building codes.
- Oversee preventative maintenance of all assigned city facilities.
- Strategically plan and manage resources and shape processes to maximize efficiency and productivity.
- Strengthen operational partnerships and communication.
- Coordinate capital facility upgrades, additions, and improvements.

**Five-year Accomplishments**

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- Remodeled both court rooms, replaced all Justice Center faucets, and relocated Victim Advocates, Prosecutors, Traffic Unit, Youth Unit and Sandy Village Substation.
- Replaced Senior Center outside deck, main electrical switch, and installed power for Senior Center sign.
- Replastered the swimming pool at Alta Canyon Recreation Center.
- Replaced chiller compressor at Parks and Recreation and chiller control boards at the Justice Center.
- Painted many areas including outside light poles and exterior metal at assigned buildings.
- Installed new restroom counters and plumbing at City Hall and Amphitheater.
- Replaced City Hall roof.
- Completed miscellaneous remodeling/refurbishing in City Council, Administration, and Finance office suites.
- Implemented a new safety plan, training manual, skill certification program and work order system.
- Assumed responsibility for maintenance of the new storage building.
- Improved the Justice Center site including new sidewalks, parking lot, walk-in gate, tree boxes and benches.
- Updated the facility capital budget repair and replacement plan and added Justice Center & Storage Building.
- Aided Alta Canyon with installation of AC improvements and a new pool and hot water pumps.
- Replaced roof, pads, and drains on the gym and stairway of the Parks and Recreation building, the Museum, and Alta Canyon, and added downspouts and heat trace at the Senior Center.
- Continued upgrades of HVAC controls at Alta Canyon, City Hall, Parks and Recreation, Amphitheater and installed network-based HVAC operating systems at the Justice Center and Senior Center.
- Installed emergency systems in City Hall, Amphitheater and the Justice Center.
- Enhanced security, emergency lighting and meeting room audio visual systems.
- Improved energy efficiency at assigned buildings including two high-efficiency water heaters.
- Completed significant improvements in the locker rooms, installed two new boilers, replaced a motor for the AC fan system and repainted the swimming pool at Alta Canyon Recreation Center.
- Re-grouted tile in the 2nd and 3rd floor restrooms at City Hall.
- Began cleaning the Public Utilities shop at 1220 E. 9400 S.
- Replaced outdoor benches at City Hall and Parks and Recreation.
- Converted city building mechanical blueprints into a reproducible electronic format and brought all prints up to date.
- Made improvements to parking lots, sidewalks and gates at City Hall and the Justice Center.
- Installed a power panel, auxiliary stage power, electrical cooling fan, air conditioning unit, surveillance system and a new pit cover at the amphitheater.

## Performance Measures & Analysis

## Building Services

The Building Services Division oversees maintenance and custodial operations in the following facilities: City Hall, Parks and Recreation Building, Amphitheater, Animal Services, Police Substations (3), Sandy Senior Center, and Public Works (custodial only). In January 2003, the Division began maintaining the Alta Canyon Recreation Center and in May 2003, assumed responsibility for the River Oaks Clubhouse. In 2004, the Division gained responsibility for the Sandy City Museum. In 2005, the Division began maintaining the newly purchased Justice Center. Lastly, in 2007 the Division became responsible for custodial services for the Public Utilities Building at 9400 S. & 1220 E. and the newly constructed storage building.

| Measure (Calendar Year)                             | 2006   | 2007      | 2008      |
|---|--------|-----------|-----------|
| Employee Time Distribution by Bldg (employee hours) |        |           |           |
| City Hall   | 11,984 | 12,994    | 15,082    |
| Parks and Rec                                       | 2,545  | 3,562     | 2,961     |
| Amphitheater  | 523    | 822       | 976       |
| Senior Center                                       | 2,590  | 3,704     | 3,378     |
| Animal Services                                     | 350    | 856       | 725       |
| Public Works  | 756    | 1,072     | 839       |
| Police Substations                                  | 318    | 614       | 549       |
| River Oaks Golf Course                              | 569    | 1,104     | 672       |
| Alta Canyon Recreation Center                       | 76     | 266       | 884       |
| Museum  | 78     | 208       | 208       |
| Justice Center                                      | 2,676  | 3,976     | 3,763     |
| Storage Building                                    | N/A    | 130       | 416       |
| % of Purchase Orders Created on Time                | N/A    | 96%       | 92%       |
| Purchase Orders Generated per FTE                   | N/A    | 19        | 20        |
| Work Orders Completed*                              | N/A    | N/A       | 3,376     |
| Avg. Work Order Response Time (days)*               | N/A    | N/A       | 1.1       |
| % of Work Orders Completed w/in 24 hrs              | N/A    | N/A       | 90%       |
| Projects Completed per FTE*                         | N/A    | N/A       | 17        |
| Projects Expenditures per FTE*                      | N/A    | N/A       | \$139,843 |
| System Inspections per Month*                       | N/A    | N/A       | 79        |
| System Breakdowns (Failures)*                       | N/A    | N/A       | 7         |
| Power - Avg. Peak Demand (kilowatts)                | N/A    | 691       | 729       |
| Power - Kilowatt hours                              | N/A    | 2,556,275 | 2,647,915 |
| Natural Gas - Decatherms                            | N/A    | 10,986    | 11,721    |

\* New measures for 2008 that may not have comparison data available from previous years. These measures are only for Building Maintenance.

**Significant Budget Issues****Building Maintenance**

**1** Seasonal FTE's - Due to budget cuts, seasonal FTE's have been reduced for FY 2010.

**Budget Information**

| <b>Department 1216</b>         | <b>2006<br/>Actual</b> | <b>2007<br/>Actual</b> | <b>2008<br/>Actual</b> | <b>2009<br/>Estimated</b> | <b>2010<br/>Approved</b> |
|--------------------------------|------------------------|------------------------|------------------------|---------------------------|--------------------------|
| <b>Financing Sources:</b>      |                        |                        |                        |                           |                          |
| General Taxes & Revenue        | 481,373                | 500,265                | \$ 545,699             | \$ 587,381                | \$ 582,584               |
| Administrative Charges         |                        |                        |                        |                           |                          |
| 31411 Redevelopment Agency     | 3,554                  | 3,007                  | 3,930                  | 3,540                     | 4,061                    |
| 31412 Water                    | 41,582                 | 31,341                 | 43,494                 | 38,161                    | 38,936                   |
| 31414 Fleet Operations         | -                      | 17,188                 | -                      | 1,889                     | 1,499                    |
| 31415 Information Services     | 4,602                  | 7,830                  | 12,490                 | 11,489                    | 12,079                   |
| 31416 Storm Water              | 6,191                  | 5,094                  | 7,728                  | 9,037                     | 8,998                    |
| 31418 Golf                     | -                      | -                      | 927                    | 5,906                     | 4,244                    |
| 31419 Sandy Arts Guild         | -                      | 5,616                  | 4,031                  | 5,178                     | 5,483                    |
| 314110 Recreation              | -                      | 11,874                 | 11,272                 | 12,200                    | 11,078                   |
| 314111 Risk                    | -                      | 3,517                  | 5,653                  | 5,267                     | 5,538                    |
| <b>Total Financing Sources</b> | <b>\$ 537,302</b>      | <b>\$ 585,732</b>      | <b>\$ 635,224</b>      | <b>\$ 680,048</b>         | <b>\$ 674,500</b>        |
| <b>Financing Uses:</b>         |                        |                        |                        |                           |                          |
| 411111 Regular Pay             | \$ 87,221              | \$ 113,050             | \$ 132,752             | \$ 138,001                | \$ 138,006               |
| 411113 Vacation Accrual        | 7,828                  | 7,737                  | -                      | -                         | -                        |
| 411121 Seasonal Pay            | 4,477                  | -                      | -                      | -                         | -                        |
| 411131 Overtime/Gap            | 163                    | 63                     | 50                     | -                         | -                        |
| 411211 Variable Benefits       | 19,343                 | 24,280                 | 28,639                 | 29,539                    | 29,546                   |
| 411213 Fixed Benefits          | 12,444                 | 19,560                 | 23,225                 | 24,318                    | 25,902                   |
| 411214 Retiree Health Benefit  | 2,242                  | 2,402                  | 1,889                  | 1,473                     | 1,547                    |
| 41131 Vehicle Allowance        | 2,821                  | 3,216                  | 3,245                  | 3,470                     | 3,470                    |
| 41132 Mileage Reimbursement    | -                      | -                      | -                      | 75                        | 75                       |
| 41235 Training                 | 26                     | 1,054                  | 55                     | 500                       | 500                      |
| 412490 Miscellaneous Supplies  | -                      | 77                     | 158                    | 300                       | 300                      |
| 412511 Equipment O & M         | 581                    | 581                    | 323                    | 193                       | 193                      |
| 412521 Building O & M          | 21,428                 | 29,779                 | 33,023                 | 37,000                    | 37,000                   |
| 412523 Power & Lights          | 179,337                | 181,809                | 193,829                | 207,695                   | 207,695                  |
| 412524 Heat                    | 100,078                | 83,027                 | 83,800                 | 89,517                    | 89,517                   |
| 412525 Sewer                   | 1,549                  | 1,630                  | 1,181                  | 1,920                     | 1,920                    |
| 412526 Water                   | 5,798                  | 8,416                  | 7,097                  | 10,419                    | 8,919                    |
| 412527 Storm Water             | 5,720                  | 6,240                  | 5,842                  | 6,620                     | 6,620                    |
| 412611 Telephone               | 2,223                  | 2,517                  | 3,039                  | 1,592                     | 1,669                    |
| 413723 UCAN Charges            | 746                    | 679                    | 744                    | 1,350                     | 1,350                    |
| 41379 Professional Services    | 31,304                 | 34,523                 | 52,042                 | 59,234                    | 56,964                   |
| 41389 Miscellaneous Services   | 41,679                 | 45,890                 | 31,341                 | 24,995                    | 24,995                   |
| 414111 IS Charges              | 4,823                  | 5,255                  | 7,555                  | 7,705                     | 7,363                    |
| 41471 Fleet O & M              | 700                    | 734                    | 1,431                  | 1,958                     | 1,775                    |
| 4173 Building Improvements     | 650                    | 1,283                  | 3,155                  | 23,000                    | 20,000                   |
| 4174 Equipment                 | 919                    | 924                    | 1,930                  | 9,174                     | 9,174                    |
| 43472 Fleet Purchases          | -                      | -                      | 12,252                 | -                         | -                        |
| 4370 Capital Outlays           | 3,202                  | 11,006                 | 6,627                  | -                         | -                        |
| <b>Total Financing Uses</b>    | <b>\$ 537,302</b>      | <b>\$ 585,732</b>      | <b>\$ 635,224</b>      | <b>\$ 680,048</b>         | <b>\$ 674,500</b>        |

## Budget Information (cont.)

## Building Maintenance

| Staffing Information              | Bi-weekly Salary |             | Full-time Equivalent |         |         |
|-----------------------------------|------------------|-------------|----------------------|---------|---------|
|                                   | Minimum          | Maximum     | FY 2008              | FY 2009 | FY 2010 |
| <b>Regular:</b>                   |                  |             |                      |         |         |
| Facilities Manager                | \$ 1,704.00      | \$ 2,683.80 | 1.00                 | 1.00    | 1.00    |
| Facilities Maintenance Technician | \$ 1,168.80      | \$ 1,840.90 | 2.00                 | 2.00    | 2.00    |
| <b>Total FTEs</b>                 |                  |             | 3.00                 | 3.00    | 3.00    |

| Capital Budget | 2009<br>Budgeted | 2010<br>Tentative | 2011<br>Planned | 2012<br>Planned | 2013<br>Planned |
|----------------|------------------|-------------------|-----------------|-----------------|-----------------|
|----------------|------------------|-------------------|-----------------|-----------------|-----------------|

**1201 - Municipal Building** - This project is for replacement and improvements to municipal buildings. The account generally pays for building components with an estimated useful life of between five and 50 years and replacement value greater than \$7,500. The major categories of work consist of exterior closure/surfaces, roofing, interior flooring, walls and ceiling finishes, conveying systems, HVAC systems, plumbing systems, fire protection systems, electrical systems, and other miscellaneous items such as public address systems, security systems, sidewalks, common furniture, etc. Grant funds will be used for projects in several municipal buildings to improve energy efficiency and modernization.

|                    |                   |                   |                   |                   |                   |
|--------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| 41 General Revenue | \$ 458,390        | \$ 200,000        | \$ 200,000        | \$ 200,000        | \$ 200,000        |
| 45 Grants          | -                 | 373,500           | -                 | -                 | -                 |
| <b>Total</b>       | <b>\$ 458,390</b> | <b>\$ 573,500</b> | <b>\$ 200,000</b> | <b>\$ 200,000</b> | <b>\$ 200,000</b> |

**1238 - City Hall Fountain** - This project is to fund a water feature at City Hall to replace the fountain at the south entrance that has been removed.

|                    |           |      |      |      |      |
|--------------------|-----------|------|------|------|------|
| 41 General Revenue | \$ 40,000 | \$ - | \$ - | \$ - | \$ - |
|--------------------|-----------|------|------|------|------|

**1242 - Sandy Museum** - This project is to fund various building improvements at the Sandy Museum. \$8,560 is earmarked for roof repairs.

|                    |           |      |      |      |      |
|--------------------|-----------|------|------|------|------|
| 41 General Revenue | \$ 15,799 | \$ - | \$ - | \$ - | \$ - |
|--------------------|-----------|------|------|------|------|

**1244 - Justice Center** - This will fund remodeling, repair, and replacement of building components at the Justice Center.

|                    |           |      |      |      |      |
|--------------------|-----------|------|------|------|------|
| 41 General Revenue | \$ 98,275 | \$ - | \$ - | \$ - | \$ - |
|--------------------|-----------|------|------|------|------|

**12443 - Justice Center Joint Information Center** - This funding is to create a joint information center to accommodate media during an emergency.

|                    |           |      |      |      |      |
|--------------------|-----------|------|------|------|------|
| 41 General Revenue | \$ 19,690 | \$ - | \$ - | \$ - | \$ - |
|--------------------|-----------|------|------|------|------|

**12801 - U of U Building Renovation** - This amount is for future repair and replacement of mechanical systems.

|                    |            |      |      |      |      |
|--------------------|------------|------|------|------|------|
| 41 General Revenue | \$ 200,000 | \$ - | \$ - | \$ - | \$ - |
|--------------------|------------|------|------|------|------|

|                               |                   |                   |                   |                   |                   |
|-------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| <b>Total Capital Projects</b> | <b>\$ 832,154</b> | <b>\$ 573,500</b> | <b>\$ 200,000</b> | <b>\$ 200,000</b> | <b>\$ 200,000</b> |
|-------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|

# Budget Information

# Building Operations

| Department 1217                 | 2006<br>Actual    | 2007<br>Actual    | 2008<br>Actual    | 2009<br>Estimated | 2010<br>Approved  |
|---------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| <b>Financing Sources:</b>       |                   |                   |                   |                   |                   |
| General Taxes & Revenue         | \$ 324,920        | \$ 354,600        | \$ 378,462        | \$ 416,866        | \$ 396,947        |
| Administrative Charges          |                   |                   |                   |                   |                   |
| 31411 Redevelopment Agency      | 1,138             | 1,428             | 1,294             | 1,311             | 1,637             |
| 31412 Water                     | 13,308            | 14,878            | 14,324            | 14,135            | 25,525            |
| 31414 Fleet Operations          | 2,666             | 4,285             | 2,414             | 2,790             | 2,821             |
| 31415 Information Services      | 1,473             | 3,717             | 4,113             | 4,256             | 4,869             |
| 31416 Storm Water               | 1,981             | 2,418             | 2,545             | 3,347             | 3,627             |
| 31418 Golf                      | 2,287             | 2,618             | 2,263             | 3,304             | 2,554             |
| 31417 Alta Canyon Sports Center | 1,193             | -                 | -                 | -                 | -                 |
| 31419 Sandy Arts Guild          | -                 | 268               | 469               | 242               | 419               |
| 314110 Recreation               | -                 | 2,645             | 2,683             | 3,181             | 3,481             |
| 314111 Risk                     | -                 | 1,669             | 1,862             | 1,951             | 2,232             |
| <b>Total Financing Sources</b>  | <b>\$ 348,966</b> | <b>\$ 388,526</b> | <b>\$ 410,429</b> | <b>\$ 451,383</b> | <b>\$ 444,112</b> |
| <b>Financing Uses:</b>          |                   |                   |                   |                   |                   |
| 411111 Regular Pay              | \$ 140,055        | \$ 147,491        | \$ 163,783        | \$ 174,884        | \$ 169,632        |
| 411113 Vacation Accrual         | 4,702             | 8,595             | -                 | -                 | -                 |
| 411121 Seasonal Pay             | 85,827            | 113,946           | 112,928           | 122,730           | 119,540           |
| 411131 Overtime/Gap             | 751               | 342               | 1,146             | -                 | -                 |
| 411211 Variable Benefits        | 39,340            | 43,564            | 47,075            | 50,878            | 49,576            |
| 411213 Fixed Benefits           | 28,814            | 32,998            | 35,623            | 40,335            | 42,965            |
| 41132 Mileage Reimbursement     | -                 | -                 | -                 | 125               | 125               |
| 41231 Travel                    | 924               | 663               | 670               | 800               | 800               |
| 41235 Training                  | 790               | 503               | 372               | 1,000             | 1,000             |
| 412490 Miscellaneous Supplies   | 774               | 619               | 851               | 1,000             | 1,000             |
| 412511 Equipment O & M          | 738               | 828               | 1,312             | 1,000             | 1,000             |
| 412521 Building O & M           | 32,404            | 28,232            | 30,944            | 42,988            | 42,988            |
| 412611 Telephone                | 752               | 1,320             | 1,322             | 1,272             | 1,310             |
| 413723 UCAN Charges             | 334               | 401               | 372               | 810               | 810               |
| 41389 Miscellaneous Services    | 3,317             | 2,995             | 3,048             | 3,200             | 3,200             |
| 414111 IS Charges               | 4,360             | 4,747             | 4,993             | 5,060             | 4,872             |
| 41471 Fleet O & M               | 700               | 734               | 631               | 604               | 597               |
| 4173 Building Improvements      | 275               | -                 | 260               | 700               | 700               |
| 4174 Equipment                  | 4,109             | 548               | 5,099             | 3,997             | 3,997             |
| <b>Total Financing Uses</b>     | <b>\$ 348,966</b> | <b>\$ 388,526</b> | <b>\$ 410,429</b> | <b>\$ 451,383</b> | <b>\$ 444,112</b> |

| Staffing Information  | Bi-weekly Salary |             | Full-time Equivalent |         |         |
|-----------------------|------------------|-------------|----------------------|---------|---------|
|                       | Minimum          | Maximum     | FY 2008              | FY 2009 | FY 2010 |
| <b>Regular:</b>       |                  |             |                      |         |         |
| Facilities Supervisor | \$ 1,418.40      | \$ 2,234.00 | 1.00                 | 1.00    | 1.00    |
| Lead Custodian        | \$ 1,012.80      | \$ 1,595.20 | 1.00                 | 1.00    | 1.00    |
| Building Custodian    | \$ 821.60        | \$ 1,294.00 | 1.00                 | 1.00    | 1.00    |
| <b>Part-time:</b>     |                  |             |                      |         |         |
| Lead Custodian        | \$ 12.66         | \$ 19.94    | 0.75                 | 0.75    | 0.75    |
| Building Custodian    | \$ 10.27         | \$ 16.18    | 0.88                 | 0.88    | 0.88    |
| <b>Seasonal:</b>      |                  |             |                      |         |         |
| Custodian I/II        | \$ 7.25          | \$ 11.60    | 6.75                 | 6.75    | 6.59    |
| <b>Total FTEs</b>     |                  |             | 11.38                | 11.38   | 11.22   |

- Preserve and manage official city records, documents, and contracts according to Utah State Code requirements.
- Administer biennial city election.
- Facilitate off-site storage of vital city records.
- Conduct records search for city staff and public.
- Coordinate GRAMA request responses in a timely manner.
- Publish legal notices and public hearing notices for the city.
- Administer and control mailing, shipping, and copy room operations for the city.

**Five-year Accomplishments**

- Assisted Community Development to identify non-residential building plans that had met retention requirements, resulting in the disposal of approximately 1,500 plans.
- Developed a plan for yearly transfer of terminated employee personnel files to the State Records Center.
- Audited and indexed all Sandy City ordinances back to 1893. Verified recording with Salt Lake County Recorder.
- Audited and indexed all archived Sandy City annexations and verified recordings.
- Monitored and enforced contract insurance reviews with the city's risk management office.
- Successfully administered the biennial general city elections.
- Revised and maintained a web page for the city recorder's office.

**Performance Measures & Analysis**

The City Recorder's Office has increased its role in the organization over the past several years. With the expertise developed through processing contracts for the city, managing changes associated with electronic and early voting, handling changes to hearing notice requirements, and notable increases in GRAMA requests, many more departments now rely on our assistance.

| Measure   | 2006 | 2007    | 2008    |
|---|------|---------|---------|
| Annual GRAMA requests   | 55   | 64      | 93      |
| % of GRAMA request completed:   |      |         |         |
| within five days (press)  | N/A  | 100%    | 100%    |
| within ten days   | N/A  | 100%    | 100%    |
| Contracts processed   | 221  | 200     | 493     |
| Public notices  | 99   | 104     | 71      |
| Pieces of mail processed  | N/A  | 527,252 | 508,817 |
| Mail processing problems reported                                     | N/A  | 6       | 1       |
| % of voter turnout  | N/A  | 38.7%   | N/A     |
| Files scanned into imaging system                                     | 462  | 310     | 384     |
| Average time to record annexation after ordinance adoption (in days)* | N/A  | N/A     | 19.5    |

\* New measure for 2008 that may not have comparison data available from previous years. All measures are based on a rolling 12 months through February.

**Significant Budget Issues**

No significant budget issues.

# Budget Information

# City Recorder

| Department 1213                 | 2006<br>Actual    | 2007<br>Actual    | 2008<br>Actual    | 2009<br>Estimated | 2010<br>Approved  |
|---------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| <b>Financing Sources:</b>       |                   |                   |                   |                   |                   |
| General Taxes & Revenue         | \$ 195,384        | \$ 152,075        | \$ 151,231        | \$ 155,136        | \$ 144,330        |
| Administrative Charges          |                   |                   |                   |                   |                   |
| 31411 Redevelopment Agency      | 2,216             | 1,656             | 1,659             | 2,034             | 722               |
| 31412 Water                     | 7,547             | 2,994             | 3,261             | 4,124             | 3,552             |
| 31413 Waste Collection          | 1,703             | 1,954             | 2,307             | 3,212             | 2,766             |
| 31414 Fleet Operations          | 6,239             | 2,785             | 3,346             | 4,114             | 3,897             |
| 31415 Information Services      | 562               | 1,497             | 1,825             | 2,246             | 2,128             |
| 31416 Storm Water               | 2,785             | 1,550             | 1,599             | 1,976             | 690               |
| 31417 Alta Canyon Sports Center | 603               | 1,236             | 1,065             | 1,497             | 1,214             |
| 31418 Golf                      | 323               | -                 | -                 | -                 | -                 |
| 31419 Sandy Arts Guild          | -                 | 132               | 403               | 478               | 421               |
| 314110 Recreation               | -                 | 502               | 600               | 825               | 788               |
| 314111 Risk                     | -                 | 5,059             | 6,186             | 9,361             | 8,869             |
| 31491 Sale of Maps and Copies   | -                 | 49,994            | 55,177            | 50,937            | 57,000            |
| <b>Total Financing Sources</b>  | <b>\$ 217,362</b> | <b>\$ 221,434</b> | <b>\$ 228,659</b> | <b>\$ 235,940</b> | <b>\$ 226,377</b> |
| <b>Financing Uses:</b>          |                   |                   |                   |                   |                   |
| 411111 Regular Pay              | \$ 96,815         | \$ 103,396        | \$ 108,138        | \$ 107,935        | \$ 101,832        |
| 411113 Vacation Accrual         | 5,466             | -                 | -                 | -                 | -                 |
| 411131 Overtime/Gap             | 51                | 95                | -                 | -                 | -                 |
| 411211 Variable Benefits        | 20,009            | 21,379            | 22,322            | 22,148            | 20,900            |
| 411213 Fixed Benefits           | 12,430            | 13,453            | 13,844            | 14,476            | 15,396            |
| 411214 Retiree Health Benefit   | 550               | 1,063             | -                 | 322               | -                 |
| 41132 Mileage Reimbursement     | 161               | 155               | 56                | 300               | 300               |
| 4121 Books, Sub. & Memberships  | 635               | 673               | 538               | 1,000             | 1,000             |
| 41221 Public Notices            | 5,963             | 10,573            | 6,925             | 11,726            | 9,851             |
| 41231 Travel                    | 1,781             | 757               | -                 | 1,400             | 1,400             |
| 41232 Meetings                  | 70                | -                 | -                 | 65                | 51                |
| 41235 Training                  | 295               | 87                | 400               | 100               | 100               |
| 412400 Office Supplies          | 870               | 315               | 1,091             | 1,150             | 1,100             |
| 412415 Copying                  | 6,962             | 8,054             | 6,414             | 7,148             | 6,794             |
| 412420 Postage                  | 55,340            | 50,340            | 57,354            | 56,002            | 56,002            |
| 412430 Microfilming & Archives  | 563               | 1,166             | 965               | 900               | 900               |
| 412440 Computer Supplies        | 390               | 212               | 223               | 248               | 248               |
| 412511 Equipment O & M          | -                 | -                 | -                 | 500               | 500               |
| 412611 Telephone                | 1,261             | 1,327             | 1,412             | 1,440             | 1,613             |
| 414111 IS Charges               | 7,750             | 8,389             | 8,977             | 9,080             | 8,390             |
| <b>Total Financing Uses</b>     | <b>\$ 217,362</b> | <b>\$ 221,434</b> | <b>\$ 228,659</b> | <b>\$ 235,940</b> | <b>\$ 226,377</b> |

| Staffing Information           | Bi-weekly Salary |             | Full-time Equivalent |         |         |
|--------------------------------|------------------|-------------|----------------------|---------|---------|
|                                | Minimum          | Maximum     | FY 2008              | FY 2009 | FY 2010 |
| <b>Appointed - Category 1:</b> |                  |             |                      |         |         |
| City Recorder                  | \$ 1,588.00      | \$ 2,501.10 | 1.00                 | 1.00    | 1.00    |
| <b>Regular:</b>                |                  |             |                      |         |         |
| Deputy Recorder                | \$ 1,012.80      | \$ 1,595.20 | 1.00                 | 1.00    | 1.00    |
| <b>Total FTEs</b>              |                  |             | 2.00                 | 2.00    | 2.00    |



**Budget Information (cont.)****City Recorder**

| <b>Fee Information</b>                              | <b>2006<br/>Approved</b> | <b>2007<br/>Approved</b> | <b>2008<br/>Approved</b> | <b>2009<br/>Approved</b> | <b>2010<br/>Approved</b> |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <b>31491 Sale of Maps, Copies &amp; Information</b> |                          |                          |                          |                          |                          |
| Misc. Copies - Public / page                        | \$0.14                   | \$0.15                   | \$0.16                   | \$0.16                   | \$0.16                   |
| Misc. Copies - Employees / page                     |                          |                          |                          |                          |                          |
| Black & White 8.5 X 11                              | \$0.07                   | \$0.07                   | \$0.08                   | \$0.08                   | \$0.08                   |
| Color 8.5 X 11                                      | N/A                      | N/A                      | \$0.20                   | \$0.20                   | \$0.20                   |
| <b>31491 GRAMA Requests</b>                         |                          |                          |                          |                          |                          |
| Audio CD's / each                                   | N/A                      | N/A                      | N/A                      | \$5.00                   | \$5.00                   |
| Copies / page                                       | \$0.30                   | \$0.30                   | \$0.30                   | \$0.30                   | \$0.30                   |
| Research / hr. + copying charges                    | \$25                     | \$26                     | \$26                     | \$26                     | \$26                     |

**Significant Budget Issues****Elections**

**1** **Elections** - The budget for elections is higher than the FY 2008 actual expenditures since a primary election was not held that year.

**Budget Information**

| <b>Department 1214</b>         | <b>2006<br/>Actual</b> | <b>2007<br/>Actual</b> | <b>2008<br/>Actual</b> | <b>2009<br/>Estimated</b> | <b>2010<br/>Approved</b> |
|--------------------------------|------------------------|------------------------|------------------------|---------------------------|--------------------------|
| <b>Financing Sources:</b>      |                        |                        |                        |                           |                          |
| General Taxes & Revenue        | \$ 84,532              | \$ -                   | \$ 96,117              | \$ -                      | \$ 195,000               |
| <b>Total Financing Sources</b> | <b>\$ 84,532</b>       | <b>\$ -</b>            | <b>\$ 96,117</b>       | <b>\$ -</b>               | <b>\$ 195,000</b>        |
| <b>Financing Uses:</b>         |                        |                        |                        |                           |                          |
| 41221 Public Notices           | \$ 5,955               | \$ -                   | \$ 354                 | \$ -                      | \$ 3,000                 |
| 412400 Office Supplies         | 20                     | -                      | 33                     | -                         | 50                       |
| 412420 Postage                 | 190                    | -                      | -                      | -                         | 50                       |
| 412490 Miscellaneous Supplies  | 1,901                  | -                      | -                      | -                         | 1,900                    |
| 41389 Miscellaneous Services   | 76,466                 | -                      | 95,730                 | -                         | 190,000                  |
| <b>Total Financing Uses</b>    | <b>\$ 84,532</b>       | <b>\$ -</b>            | <b>\$ 96,117</b>       | <b>\$ -</b>               | <b>\$ 195,000</b>        |

**1**

**General Policies**

The Sandy Justice Court is a court of limited original jurisdiction for the adjudication of Class B & C misdemeanors and infractions occurring within Sandy City. The court also handles civil small claims filings. As an integral part of the city's criminal justice system, the court follows several core principles as service delivery objectives.

- Treat all individuals with dignity and respect.
- Ensure that proceedings are fair, impartial, and timely.
- Provide appropriate case follow-up to ensure compliance with judicial orders.

**Revenue Policy**

The city's policy for revenue generated by the court is as follows:

- The Justice Court is funded by the city's general fund without regard to the revenue generated by court fines.
- Court fines and the bail schedule are established by state law.
- The intent of court decisions, fines, and enforcement activities is to change behavior and not solely to generate revenue.
- Those who violate traffic, zoning, and animal-related laws should primarily bear the costs of enforcement rather than the general public.
- The court will make every effort to collect all revenue due and handle cash in compliance with city policy and the state money management act.

**Note:** Citizen feedback consistently underscores the importance that city residents place on safety specifically citing traffic control as a desired improvement (see the survey results on page 12). One of the city's core functions is to promote public safety by enforcing the laws established for that purpose. The FY 2010 court services budget includes \$1,366,399 of direct costs. The city's cost allocation study identifies an additional \$638,478 of indirect costs associated with the building, human resources, finance, and other overhead costs as well as the costs related to prosecution. The costs associated with the officers that issue the tickets are also significant but have not been calculated. However, the difference between the \$2,983,108 generated by court fines and the sum of the direct and indirect costs is equal to just 8% of the Police Department's budget. The cost of the police, zoning, and animal control officers exceeds this amount which means the money collected in court fines covers most but not all of the total costs of enforcement. The city believes that this is as it should be. The violators should pay for most of the costs but not so much that money becomes an incentive that could result in unreasonable enforcement.

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**Five-year Accomplishments**

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**- Court Referee**

The Justice Court holds referee hearings for minor traffic offenses and animal control violations. This reduces the number of cases that would otherwise go before the judge for an arraignment. It also reduces the prosecuting attorney's workload, permitting both prosecutors and judges to focus on more serious criminal offenses. During 2008, referees heard 3,219 matters of which only 8-9% proceeded to trial. Clerks authorized to offer non-appearance plea-in-abeyances for minor traffic violations reduced the number of hearings needed.

**- Video Technology**

In 2008, 2,025 defendant appearances were accomplished through the use of video technology between the court and various jail facilities throughout Utah. This effort improved overall security and saved over \$55,000 in transport costs which would have been incurred during the year.

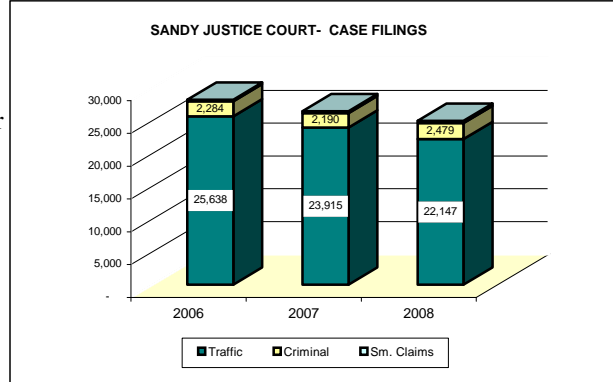
**- Case Management**

In mid 2006, Sandy City became Utah's only entity to electronically file prosecutor's "Informations." Further enhancements are envisioned, but this grant-funded effort has already proven its worth in the first 30 months of operation. In addition, the court continues to file UHP citations as well as Sandy Police Department citations electronically.

## Performance Measures & Analysis

## Court Services

New case filings in the Justice Court totaled 24,961 in 2008. This represented a 5.4% reduction from 2007. Mid-year budget reductions and fewer authorized clerk FTEs coupled with reduced filings resulted in 1,997 new cases per clerk. Staff continued to provide improved telephone response times and slightly reduced the backlog of cases pending. Calls answered without delay improved to 78.3% for the entire year. By year's end the number of pending cases was reduced by 3.4% compared to 2007's level. Modest improvement is possible in 2009 depending on staffing levels and caseload.



| Measure (Calendar Year)       | 2006   | 2007   | 2008   |
|-------------------------------|--------|--------|--------|
| Criminal Cases                | 2,284  | 2,190  | 2,479  |
| Traffic Cases                 | 25,638 | 23,915 | 22,147 |
| Small Claims Cases            | 240    | 286    | 335    |
| New Cases Filed per Clerk     | 2,299  | 1,992  | 1,997  |
| Cases Pending (12/31)         | 8,404  | 8,234  | 7,956  |
| Criminal Trials               | 1,022  | 1,176  | 910    |
| Arraignments                  | 3,676  | 4,517  | 5,117  |
| Court Referee Hearings        | 4,108  | 3,280  | 3,219  |
| Incoming Phone Calls          | 65,196 | 66,225 | 67,349 |
| Calls Answered Without Delay* | 58.1%  | 69.3%  | 78.3%  |

\* Monthly Average.

## Significant Budget Issues

- 1 Seasonal FTE's** - Due to budget cuts, seasonal FTE's have been reduced for FY 2010.
- 2 Court Appointed Counsel** - As a result of more individuals meeting the indigency standard and to meet statutory requirements, the court has increased this line item.

## Budget Information

| Department 15                  | 2006<br>Actual      | 2007<br>Actual      | 2008<br>Actual      | 2009<br>Estimated   | 2010<br>Approved    |
|--------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| <b>Financing Sources:</b>      |                     |                     |                     |                     |                     |
| 3151 Court Fines               | \$ 2,302,519        | \$ 2,708,123        | \$ 2,765,193        | \$ 2,833,172        | \$ 2,905,500        |
| 3153 Court Surcharge           | 117,007             | 142,541             | 124,475             | 124,302             | 127,000             |
| 31693 JC Attorney Recoupment   | 7,823               | 4,016               | 24,353              | 25,634              | 27,000              |
| 31696 Internet Traffic School  |                     | 750                 | 660                 | -                   | -                   |
| <b>Total Financing Sources</b> | <b>\$ 2,427,349</b> | <b>\$ 2,855,430</b> | <b>\$ 2,914,681</b> | <b>\$ 2,983,108</b> | <b>\$ 3,059,500</b> |
| <b>Financing Uses:</b>         |                     |                     |                     |                     |                     |
| 411111 Regular Pay             | \$ 602,144          | \$ 654,982          | \$ 709,840          | \$ 755,168          | \$ 730,209          |
| 411113 Vacation Accrual        | 15,023              | 11,196              | 7,627               | 2,607               | -                   |
| 411121 Seasonal Pay            | 13,601              | 19,591              | 22,108              | 23,659              | 12,064              |
| 411131 Overtime/Gap            | 3,454               | 3,019               | 2,146               | 3,500               | 2,300               |
| 411211 Variable Benefits       | 130,046             | 141,405             | 153,171             | 162,321             | 155,729             |
| 411213 Fixed Benefits          | 100,284             | 106,159             | 101,142             | 113,119             | 115,655             |
| 411214 Retiree Health Benefit  | 2,116               | 2,266               | 2,449               | -                   | 2,547               |
| 41132 Mileage Reimbursement    | -                   | 116                 | -                   | 200                 | 200                 |
| 4121 Books, Sub. & Memberships | 2,957               | 2,866               | 3,060               | 3,200               | 3,200               |
| 41231 Travel                   | 7,330               | 9,707               | 8,620               | 10,000              | 10,000              |
| 41232 Meetings                 | 1,160               | 335                 | 825                 | 750                 | 750                 |
| 41235 Training                 | 524                 | 280                 | 590                 | 500                 | 500                 |
| 412400 Office Supplies         | 27,164              | 23,772              | 26,476              | 28,000              | 24,650              |

# Budget Information (cont.)

# Court Services

| Department 15                 | 2006<br>Actual      | 2007<br>Actual      | 2008<br>Actual      | 2009<br>Estimated   | 2010<br>Approved    |
|-------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| 412420 Postage                | 18,316              | 18,895              | 20,983              | 19,800              | 19,800              |
| 412435 Printing               | 6,789               | 7,780               | 3,513               | 8,500               | 8,500               |
| 412440 Computer Supplies      | 1,989               | 196                 | 1,111               | 4,000               | 4,000               |
| 412511 Equipment O & M        | 138                 | 5,059               | 6,040               | 6,800               | 6,800               |
| 412611 Telephone              | 11,145              | 13,428              | 13,752              | 13,905              | 15,023              |
| 41333 Court Appointed Counsel | 41,190              | 64,350              | 95,550              | 87,000              | 106,000             |
| 41342 Credit Card Processing  | 12,294              | 16,624              | 16,756              | 16,000              | 16,000              |
| 413723 UCAN Charges           | 270                 | 270                 | 256                 | 270                 | 270                 |
| 41379 Professional Services   | 14,013              | 5,553               | 3,593               | 6,400               | 6,400               |
| 41381 Witness Fees            | 5,402               | 6,216               | 5,698               | 6,600               | 6,600               |
| 41382 Jury Fees               | 1,610               | 1,792               | 2,276               | 3,000               | 1,776               |
| 41389 Miscellaneous Services  | 33,549              | 23,758              | 22,208              | 40,351              | 32,831              |
| 414111 IS Charges             | 58,614              | 71,580              | 82,177              | 80,482              | 78,492              |
| 4174 Equipment                | 20,399              | 12,509              | 17,913              | -                   | -                   |
| <b>Total Financing Uses</b>   | <b>\$ 1,131,521</b> | <b>\$ 1,223,704</b> | <b>\$ 1,329,880</b> | <b>\$ 1,396,132</b> | <b>\$ 1,360,296</b> |

2

| Staffing Information              | Bi-weekly Salary |             | Full-time Equivalent |         |         |
|-----------------------------------|------------------|-------------|----------------------|---------|---------|
|                                   | Minimum          | Maximum     | FY 2008              | FY 2009 | FY 2010 |
| <b>Appointed - Category 1:</b>    |                  |             |                      |         |         |
| Justice Court Judge               | \$ 2,775.20      | \$ 4,370.90 | 1.00                 | 1.00    | 1.00    |
| Justice Court Judge               | \$ 34.69         | \$ 54.64    | 0.60                 | 0.60    | 0.60    |
| <b>Appointed - Category-Other</b> |                  |             |                      |         |         |
| Justice Court Administrator*      | \$ 2,240.00      | \$ 3,528.00 | 1.00                 | 1.00    | 1.00    |
| <b>Regular:</b>                   |                  |             |                      |         |         |
| Justice Court Clerk Supervisor    | \$ 1,418.40      | \$ 2,234.00 | 1.00                 | 1.00    | 1.00    |
| Justice Court Referee             | \$ 1,286.40      | \$ 2,026.10 | 1.00                 | 1.00    | 1.00    |
| Senior Court Clerk                | \$ 1,089.60      | \$ 1,716.10 | 3.00                 | 3.00    | 3.00    |
| Justice Court Clerk               | \$ 1,012.80      | \$ 1,595.20 | 7.00                 | 7.00    | 7.00    |
| <b>Part-time:</b>                 |                  |             |                      |         |         |
| Justice Court Clerk               | \$ 12.66         | \$ 19.94    | 1.00                 | 1.00    | 1.00    |
| <b>Seasonal:</b>                  |                  |             |                      |         |         |
| Justice Court Clerk               | \$ 7.25          | \$ 11.60    | 1.25                 | 1.25    | 0.64    |
| <b>Total FTEs</b>                 |                  |             | 16.85                | 16.85   | 16.24   |

1

\* Current incumbent has Appointed status. Upon attrition new hire will have Regular Employee status.

## Policies, Objectives & Initiatives

## Emergency Management

The Emergency Management Coordinator serves as staff advisor to the Mayor and Chief Administrative Officer on Emergency Management matters. Objectives and initiatives include:

- Developing and maintaining the overall Emergency Management program.
- Writing, maintaining, and updating the Emergency Operations Plan.
- Maintaining, stocking, and coordinating the activation of the city's Emergency Operations Centers.
- Establishing written Memorandums of Understanding (MOU's) with outside agencies.
- Conducting the local meetings of Citizen Corps and the Local Emergency Planning Committee (LEPC).
- Ensuring the City's compliance with the National Incident Management System (NIMS).
- Supporting the efforts of state, county, and local groups who focus on emergency management.

## Five-year Accomplishments

- Established written MOU's with Garner Disaster Services, the Jordan School District, the Utah Food Bank, and the LDS Church.
- Invited five representatives from FEMA to come and provide training and information for Sandy officials, the Mayor's Cabinet, the Local Emergency Planning Committee, and the Sandy Citizen Corps Council.
- Established an "Adopt-A-Pod" program where groups of residents are trained to operate a Point-of-Distribution (POD) for distributing emergency supplies from FEMA.
- Revised and updated the Emergency Operations Plan (EOP).
- Sent Sandy City employees to the FEMA Emergency Management Institute for training with over 100 course completions.
- Established primary and secondary Emergency Operations Centers (EOC's).
- Equipped the city's Emergency Operations Center.
- Acquired federal grants for emergency management training and equipment purchase.
- Strengthened relationships with residents through the Sandy City Citizen Corps Council.
- Established three of the five Pillar Programs of Citizen Corps in the Sandy City Citizen Corps Council:
  1. Community Emergency Response Team (CERT) training
  2. Neighborhood Watch
  3. Volunteers in Police Services (VIPS)
- Conducted emergency management exercises locally, and with Salt Lake County.
- Coordinated NIMS certification requirements for the city.
- Received the National Weather Service's "StormReady" award.
- Provided an Emergency Management page on the Sandy City website.

## Performance Measures & Analysis

| Measure (Calendar Year)  | 2006 | 2007 | 2008 |
|--|------|------|------|
| Average attendance at LEPC meetings.   | 7    | 12   | 15   |
| Emergency Management Exercises and Drills in which Sandy City participated.                            | 3    | 4    | 3    |
| Number of written MOU's established with outside agencies.   | 0    | 2    | 3    |
| Average attendance at the Sandy City Citizen Corps Council meetings.                                   | 10   | 17   | 22   |
| Pillar Programs included in the Sandy City Citizen Corps Council (out of 5).                           | 2    | 3    | 3    |
| Emergency Management courses / events sponsored by Sandy City.   | 1    | 3    | 3    |
| Citizens completing the Sandy City CERT training course provided by Sandy Fire & Life Safety Division. | 193  | 255  | 200  |

**Significant Budget Issues****Emergency Management**

No significant budget issues.

**Budget Information**

| <b>Department 221</b>           | <b>2006<br/>Actual</b> | <b>2007<br/>Actual</b> | <b>2008<br/>Actual</b> | <b>2009<br/>Estimated</b> | <b>2010<br/>Approved</b> |
|---------------------------------|------------------------|------------------------|------------------------|---------------------------|--------------------------|
| <b>Financing Sources:</b>       |                        |                        |                        |                           |                          |
| General Taxes & Revenue         | \$ 126,027             | \$ 98,857              | \$ 106,262             | \$ 123,045                | \$ 102,650               |
| 313103 Emergency Preparedness   | -                      | 12,500                 | 11,650                 | -                         | -                        |
| Administrative Charges          |                        |                        |                        |                           |                          |
| 31411 Redevelopment Agency      | 4,801                  | 6,445                  | 5,046                  | 4,989                     | 5,368                    |
| 31412 Water                     | 5,190                  | 6,834                  | 5,879                  | 6,000                     | 6,722                    |
| 31413 Waste                     | 6,799                  | 8,811                  | 8,019                  | 9,000                     | 10,083                   |
| 31414 Fleet                     | 2,956                  | 2,563                  | 2,468                  | 2,450                     | 3,020                    |
| 31415 Information Services      | 279                    | 854                    | 823                    | 817                       | 1,007                    |
| 31416 Storm Water               | 2,448                  | 3,537                  | 2,883                  | 2,874                     | 3,355                    |
| 31417 Alta Canyon Sports Center | 1,427                  | 2,116                  | 1,440                  | 1,633                     | 1,723                    |
| 31418 Golf                      | 765                    | 936                    | 789                    | 767                       | 941                      |
| 31419 Sandy Arts Guild          | -                      | 46                     | 76                     | 58                        | 59                       |
| 314110 Recreation               | -                      | 362                    | 340                    | 377                       | 468                      |
| 314111 Risk                     | -                      | 854                    | 823                    | 817                       | 1,007                    |
| <b>Total Financing Sources</b>  | <b>\$ 150,692</b>      | <b>\$ 144,715</b>      | <b>\$ 146,498</b>      | <b>\$ 152,827</b>         | <b>\$ 136,403</b>        |
| <b>Financing Uses:</b>          |                        |                        |                        |                           |                          |
| 411111 Regular Pay              | \$ 71,554              | \$ 74,344              | \$ 86,860              | \$ 86,577                 | \$ 81,683                |
| 411113 Vacation Accrual         | 12,794                 | 25,462                 | -                      | -                         | -                        |
| 411211 Variable Benefits        | 15,437                 | 16,027                 | 18,706                 | 18,532                    | 17,488                   |
| 411213 Fixed Benefits           | 6,195                  | 6,746                  | 6,922                  | 7,238                     | 7,698                    |
| 41135 Phone Allowance           | 361                    | 360                    | 361                    | 360                       | 360                      |
| 4121 Books, Sub. & Memberships  | 259                    | 1,652                  | 921                    | 750                       | 750                      |
| 41231 Travel                    | 216                    | (285)                  | 1,052                  | 1,700                     | 1,700                    |
| 41232 Meetings                  | 100                    | 303                    | 100                    | 500                       | 500                      |
| 41235 Training                  | 168                    | -                      | 210                    | 7,028                     | 6,528                    |
| 41237 Training Supplies         | 92                     | 927                    | 281                    | 750                       | 750                      |
| 412400 Office Supplies          | 921                    | 937                    | 836                    | 900                       | 900                      |
| 412490 Miscellaneous Supplies   | 154                    | 68                     | 120                    | 300                       | 300                      |
| 412611 Telephone                | 5,031                  | 5,651                  | 6,248                  | 5,898                     | 6,591                    |
| 41276 Emergency Management      | 13,055                 | 10,070                 | 9,059                  | 18,987                    | 7,974                    |
| 413723 UCAN Charges             | -                      | -                      | -                      | 270                       | 270                      |
| 414111 IS Charges               | 2,545                  | 2,772                  | 2,959                  | 3,037                     | 2,911                    |
| 4174 Equipment                  | 21,810                 | (319)                  | 6,363                  | -                         | -                        |
| 43472 Fleet Purchases           | -                      | -                      | 5,500                  | -                         | -                        |
| <b>Total Financing Uses</b>     | <b>\$ 150,692</b>      | <b>\$ 144,715</b>      | <b>\$ 146,498</b>      | <b>\$ 152,827</b>         | <b>\$ 136,403</b>        |

**Budget Information (cont.)****Emergency Management**

| Staffing Information                                | Bi-weekly Salary |             | Full-time Equivalent |         |         |
|---|------------------|-------------|----------------------|---------|---------|
|   | Minimum          | Maximum     | FY 2008              | FY 2009 | FY 2010 |
| <b>Regular:</b><br>Emergency Management Coordinator | \$ 2,086.40      | \$ 3,286.10 | 1.00                 | 1.00    | 1.00    |
| <b>Total FTEs</b>                                   |                  |             | 1.00                 | 1.00    | 1.00    |



Sandy City's Community Events Department believes in the importance of community. Through our events, we strive to create a sense of place and pride in Sandy City. We also believe that a community thrives on the service of its citizens. We seek to provide opportunities for service and honor those serving the community.

### Five-year Accomplishments

- Developed and produced the first annual Sandy Balloon Festival - a great success.
- Developed and produced the first annual Sandy Heritage Festival - also a success.
- Created the Sandy Summit Award to recognize businesses that work with Sandy City.
- Developed a partnership with the Sandy Area Chamber of Commerce Jubilee to recognize Sandy businesses.
- Acquired our own float base to save costs on the Sandy 4th and participation in other cities parades.
- Designed a new launch site for the Balloon Festival - better community involvement and better launch site.
- Created better community involvement in the Heritage Festival.

### Performance Measures & Analysis

#### Dan Jones Survey (conducted December 2008)

Sandy 4th has consistently rated above a 4 on a scale of 1-5 (a very high score) for nearly a decade.

Our Deck the Hall lighting ceremony is also scoring near a 4.

Two new events - the Balloon Festival and Heritage Festival have score of 3.73 and 3.72 respectively.

### Significant Budget Issues

- 1 Interest Income** - Interest has been adjusted to reflect lower interest rates.



Promotional Piece for the Heritage Festival



# Budget Information

# Fund 25 - Community Events

| Department 47   | 2006<br>Actual   | 2007<br>Actual   | 2008<br>Actual    | 2009<br>Estimated | 2010<br>Approved |
|---|------------------|------------------|-------------------|-------------------|------------------|
| <b>Financing Sources:</b>   |                  |                  |                   |                   |                  |
| 31611 Interest Income   | \$ 9,414         | \$ 13,470        | \$ 15,616         | \$ 6,200          | \$ 4,050         |
| 3166 Fourth of July - Booth Rental                                  | 11,898           | 9,081            | 9,494             | 5,750             | 5,750            |
| 3167 Corporate Sponsorships   | 450              | 450              | 500               | -                 | -                |
| 3169 Sundry Revenue   | 565              | 692              | 1,680             | -                 | -                |
| 3411 Transfer In - General Fund                                     | 332,750          | 359,089          | 468,220           | 487,376           | 475,078          |
| <b>Total Financing Sources</b>                                      | <b>355,077</b>   | <b>382,782</b>   | <b>495,510</b>    | <b>499,326</b>    | <b>484,878</b>   |
| <b>Financing Uses:</b>  |                  |                  |                   |                   |                  |
| 411111 Regular Pay  | 135,513          | 128,451          | 175,793           | 169,113           | 158,909          |
| 411121 Seasonal Pay   | -                | 4,502            | 274               | -                 | -                |
| 411131 Overtime/Gap   | -                | 95               | 286               | -                 | -                |
| 411211 Variable Benefits  | 29,056           | 28,362           | 36,938            | 36,202            | 34,023           |
| 411213 Fixed Benefits   | 9,887            | 12,677           | 23,689            | 23,128            | 26,023           |
| 411214 Retiree Health Benefit                                       | 1,800            | 1,835            | 2,921             | 2,145             | -                |
| 41132 Mileage Reimbursement   | 15               | 7                | -                 | 125               | 100              |
| 41135 Phone Allowance   | -                | 297              | 740               | 480               | 800              |
| 4121 Books, Sub. & Memberships                                      | 31               | 702              | 18                | 1,000             | 1,000            |
| 41232 Meetings  | 12               | 204              | 501               | 300               | 100              |
| 41235 Training  | 198              | -                | -                 | 150               | 75               |
| 412400 Office Supplies  | 2,087            | 3,350            | 3,114             | 1,950             | 2,000            |
| 412420 Postage  | 2,296            | 1,460            | 1,259             | 2,500             | 2,031            |
| 412440 Computer Supplies  | -                | 544              | 1,165             | 1,000             | 1,000            |
| 412470 Special Programs   |                  |                  |                   |                   |                  |
| 25001 Fourth of July  | 69,721           | 82,840           | 78,592            | 84,000            | 81,700           |
| 25002 Miss Sandy Pageant  | 6,773            | 7,243            | 5,689             | 7,500             | 7,500            |
| 25017 Awards Banquet  | 9,688            | 9,758            | 9,976             | 11,000            | 11,000           |
| 25018 Deck the Hall   | 16,987           | 38,067           | 34,537            | 24,000            | 23,000           |
| 25020 Healthy Cities  | 19,234           | 1,792            | 25,500            | 25,500            | 25,000           |
| 25021 Holiday Open House  | 6,399            | 5,806            | 3,555             | 6,000             | 6,000            |
| 25023 Business Awards   | -                | -                | 604               | 2,000             | 1,500            |
| 25024 Heritage Festival   | -                | -                | 8,987             | 17,025            | 15,500           |
| 25025 Balloon Festival  | -                | -                | 28,551            | 30,000            | 28,200           |
| 25026 Community Concert   | -                | -                | 529               | -                 | 1,500            |
| 25027 Sandy City Summit Awards                                      | -                | -                | 1,185             | -                 | -                |
| 412475 Special Departmental Supplies                                | 231              | -                | 128               | 430               | 430              |
| 412611 Telephone  | 1,308            | 1,186            | 1,337             | 2,078             | 2,152            |
| 414111 IS Charges   | 4,107            | 4,478            | 4,753             | 6,917             | 6,066            |
| 41460 Risk Management Charges                                       | 10,003           | 27,668           | 35,670            | 49,877            | 49,269           |
| 4174 Equipment  | 6,890            | 5,660            | 679               | 8,700             | -                |
| <b>Total Financing Uses</b>   | <b>332,236</b>   | <b>366,984</b>   | <b>486,970</b>    | <b>513,120</b>    | <b>484,878</b>   |
| <b>Excess (Deficiency) of Financing Sources over Financing Uses</b> | <b>22,841</b>    | <b>15,798</b>    | <b>8,540</b>      | <b>(13,794)</b>   | <b>-</b>         |
| <b>Fund Balance (Deficit) - Beginning</b>                           | <b>57,189</b>    | <b>80,030</b>    | <b>95,828</b>     | <b>104,368</b>    | <b>90,574</b>    |
| <b>Fund Balance (Deficit) - Ending</b>                              | <b>\$ 80,030</b> | <b>\$ 95,828</b> | <b>\$ 104,368</b> | <b>\$ 90,574</b>  | <b>\$ 90,574</b> |

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# Budget Information (cont.)

# Fund 25 - Community Events

| Staffing Information  | Bi-weekly Salary |             | Full-time Equivalent |         |         |
|---|------------------|-------------|----------------------|---------|---------|
|   | Minimum          | Maximum     | FY 2008              | FY 2009 | FY 2010 |
| <b>Appointed - Category-Other</b><br>Community Events Director* | \$ 2,086.40      | \$ 3,286.10 | 1.00                 | 1.00    | 1.00    |
| <b>Regular:</b><br>Special Events Coordinator                   | \$ 1,286.40      | \$ 2,026.10 | 1.00                 | 1.00    | 1.00    |
| Community Events Assistant                                      | \$ 1,168.80      | \$ 1,840.90 | 1.00                 | 1.00    | 1.00    |
| <b>Total FTEs</b>   |                  |             | 3.00                 | 3.00    | 3.00    |

\* Current incumbent has Appointed status. Upon attrition new hire will have Regular Employee status.

| Fee Information  | 2006<br>Approved | 2007<br>Approved | 2008<br>Approved | 2009<br>Approved | 2010<br>Approved |
|--|------------------|------------------|------------------|------------------|------------------|
| <b>3166</b> July 4th Booth (fee per booth)   | \$125            | \$125            | \$125            | \$125            | \$125            |
| <b>316929</b> Special Events Food Vendor Insurance Fee   | N/A              | \$65             | \$65             | \$65             | \$65             |
| <b>3166</b> Booth Deposit (Refundable if cancelled 7 days prior to event, \$10 fee for cancellation; if less than 7 days, both deposit and booth fee are forfeited.) | \$30             | \$30             | No Deposit       | No Deposit       | No Deposit       |



Miss Sandy Royalty on the City's Float - "Sandy City, Leading the Way Into the Future"

The Sandy Arts Guild, a 501(c)(3), is a wholly owned instrumentality of Sandy City. The Sandy Arts Guild is a non-profit, volunteer-driven organization with the primary mission to develop, present and engage all residents of the City of Sandy in special community and artistic experiences. The Sandy Arts Guild is committed to providing community outreach to enrich and develop awareness and appreciation of the significance of all art forms. We support emerging, as well as, established talent alike.

## Five-year Accomplishments

- Provided new parking and improved trails around the Amphitheater to improve our patrons' experience.
- Implemented a new ticketing system to better manage accounts.
- Negotiated reduced fees with Smith'sTix to make our events even more affordable.
- Launched a new website "www.sandyarts.com" that contains information for both the Amphitheater and the Sandy Arts Guild.
- Installed new light towers to improve lighting capabilities and increase safety of technicians.
- Recruited new members to our board.
- Establishing a new fund raising campaign "Give Where You Live".
- Moved our Youth Theater production to the Spring to better serve the participants and their families.
- Established a new Design-Your-Season package to be more accommodating to our patrons.
- Contracted a new concessionaire to better serve our patrons.

## Performance Measures & Analysis

| Measure (Calendar Year)        | 2005          | 2006          | 2007          | 2008          |
|--------------------------------|---------------|---------------|---------------|---------------|
| <b>Season Ticket Sales</b>     |               |               |               |               |
| Full Season Tickets            | 1,138         | 936           | 1,047         | 922           |
| Half Season - Act I            | 79            | 45            | 33            | 22            |
| Half Season - Act II           | 145           | 97            | 57            | 69            |
| Season Total                   | 1,362         | 1,078         | 1,137         | 1,013         |
| <b>Box Office Ticket Sales</b> |               |               |               |               |
| Box Office Tickets Sold        | 18,527        | 29,289        | 29,475        | 30,607        |
| <b>Total Ticket Sales</b>      | <b>19,889</b> | <b>30,367</b> | <b>30,612</b> | <b>31,620</b> |

**We held focus groups on new season packages and quality of experience at the Amphitheater.**

**Some of the results are listed below:**

Group participants cited the incredible value of a season package.

They enjoy the variety of acts - both national and local.

Overall, they're happy with the start times and the intimate experience at the Amphitheater.

The ability to share the event with friends in the beauty and comfort of the venue was highly praised.

Some expressed concern with the wait at the concession stand.

## Significant Budget Issues

- 1 Equipment Rental** - This is a conservative estimate of future rentals revenue.
- 2 Interest Income** - Interest has been adjusted to reflect lower interest rates.
- 3 Season Tickets** - There is a 5% increase to keep the general fund subsidy at a minimum.
- 4 Box Office Tickets** - Projections fluctuate based on the timing of season shows.
- 5 Budget Reallocation** - The Performers / Artist Fees line item has been broken out into multiple line items including plays / musicals, special projects, and transportation.

# Budget Information

# Fund 26 - Sandy Arts Guild

| Department 48                         | 2006<br>Actual | 2007<br>Actual | 2008<br>Actual | 2009<br>Estimated | 2010<br>Approved |
|---------------------------------------|----------------|----------------|----------------|-------------------|------------------|
| <b>Financing Sources:</b>             |                |                |                |                   |                  |
| 31391 Art Grants                      | \$ -           | \$ 36,883      | \$ 36,753      | \$ 50,000         | \$ 51,850        |
| 31493 Building Rental                 | -              | -              | 20,552         | 11,000            | 11,000           |
| 31495 Equipment Rental                |                |                |                | 13,000            | 2,000            |
| 31611 Interest Income                 | 11,341         | 20,241         | 18,336         | 8,900             | 4,500            |
| 31642 Venue Merchandise Fees          | -              | -              | 585            | 2,000             | 2,000            |
| 31667 Amphitheater Season Tickets     | 100,714        | 73,907         | 72,134         | 87,000            | 90,000           |
| 31668 Amphitheater Box Office Tickets | 121,594        | 229,568        | 257,430        | 363,000           | 242,000          |
| 3167 Corporate Sponsorships           | 91,565         | 89,427         | 144,050        | 145,000           | 100,000          |
| 31682 Fundraising                     | -              | -              | 1,550          | 10,000            | 10,000           |
| 3169 Sundry Revenue                   | 18,760         | 16,313         | 1,268          | 1,000             | 1,000            |
| 318252 Food & Beverage Sales          | 11,088         | 22,393         | 1,055          | 8,500             | 4,500            |
| 3411 Transfer In - General Fund       | 107,800        | 93,547         | 187,475        | 196,763           | 200,303          |
| <b>Total Financing Sources</b>        | <b>462,862</b> | <b>582,279</b> | <b>741,188</b> | <b>896,163</b>    | <b>719,153</b>   |
| <b>Financing Uses:</b>                |                |                |                |                   |                  |
| 411111 Regular Pay                    | -              | 28,861         | 45,184         | 64,182            | 57,857           |
| 411121 Seasonal Pay                   | 47,038         | 58,570         | 74,010         | 63,160            | 59,160           |
| 411131 Overtime/Gap                   | 1,076          | 513            | 4,940          | 5,000             | 5,000            |
| 411211 Variable Benefits              | 4,967          | 12,268         | 17,360         | 20,775            | 19,422           |
| 411213 Fixed Benefits                 | -              | 4,374          | 6,375          | 10,451            | 15,517           |
| 41132 Mileage Reimbursement           | 10             | 41             | 157            | -                 | -                |
| 41135 Phone Allowance                 | -              | -              | 22             | -                 | 960              |
| 4121 Books, Sub. & Memberships        | 2,750          | 4,094          | 3,362          | 2,500             | 3,000            |
| 41231 Travel                          | -              | 20             | 1,777          | 300               | 200              |
| 41235 Training                        | -              | 200            | 200            | 500               | 400              |
| 412400 Office Supplies                | 3,161          | 1,312          | 1,509          | 2,500             | 3,000            |
| 412420 Postage                        | 4,436          | 4,975          | 5,587          | 5,000             | 5,000            |
| 412435 Printing                       | 9,575          | 4,876          | 11,676         | 13,000            | 13,000           |
| 412470 Special Programs               | 6,752          | 5,055          | 9,547          | 17,000            |                  |
| 26801 Interfaith Festival             | -              | -              | -              | -                 | 1,800            |
| 26802 Elementary School Art Show      | -              | -              | -              | -                 | 800              |
| 26803 Fundraising                     | -              | -              | -              | -                 | 4,000            |
| 26804 V.I.P. Program                  | -              | -              | -              | -                 | 8,000            |
| 26805 Sandy Art Show                  | -              | -              | -              | -                 | 3,000            |
| 26806 Dance of Romance                | -              | -              | -              | -                 | 1,000            |
| 412471 Plays / Musicals               | -              | -              | -              | -                 | 75,500           |
| 412475 Special Departmental Supplies  | 4,847          | 4,491          | 4,445          | 3,500             | 4,200            |
| 412511 Equipment O&M                  | -              | -              | -              | -                 | 2,000            |
| 412512 Equipment Rental               | 8,163          | 57,863         | 32,717         | 40,500            | 40,500           |
| 412523 Power & Lights                 | 13,541         | 13,892         | 18,833         | 12,500            | 12,500           |
| 412524 Heat                           | -              | -              | 1,793          | 750               | 750              |
| 412525 Sewer                          | 345            | 900            | 862            | 600               | 600              |
| 412527 Storm Water                    | 965            | 2,035          | 2,240          | 2,220             | 2,220            |
| 412611 Telephone                      | 6,078          | 8,132          | 7,677          | 7,417             | 7,960            |
| 41341 Audit Services                  | -              | 5,040          | 750            | 750               | 750              |
| 41342 Credit Card Processing          | 3,365          | 3,770          | 3,240          | 3,000             | 3,500            |
| 41343 Event Ticket Processing Fee     | 4,000          | -              | -              | 5,000             | 5,000            |
| 41374 Facility Rental                 | -              | 6,805          | 1,367          | 6,700             | 6,700            |
| 413861 Security                       | -              | 100            | 1,379          | 1,500             | 1,500            |
| 413862 Technical Support              | 10,421         | 8,940          | 18,189         | 23,800            | 23,800           |
| 413863 Custodial Support              | 4,250          | 1,120          | 1,557          | 8,500             | 8,000            |
| 413865 Hospitality                    | -              | 300            | 605            | 1,500             | 3,000            |
| 413866 Transportation                 | -              | -              | -              | -                 | 3,000            |

**Budget Information (cont.)**
**Fund 26 - Sandy Arts Guild**

| <b>Department 48</b>  | <b>2006<br/>Actual</b> | <b>2007<br/>Actual</b> | <b>2008<br/>Actual</b> | <b>2009<br/>Estimated</b> | <b>2010<br/>Approved</b> |
|---|------------------------|------------------------|------------------------|---------------------------|--------------------------|
| 41387 Advertising   | 25,144                 | 45,265                 | 58,443                 | 60,000                    | 60,000                   |
| 41388 Artist Fees   | 95,015                 | 262,941                | 334,710                | 368,760                   | 173,000                  |
| 41401 Administrative Charges  | -                      | 7,500                  | 7,875                  | 8,269                     | 8,682                    |
| 414111 IS Charges   | 4,978                  | 5,430                  | 5,737                  | 7,919                     | 7,951                    |
| 415422 Food and Beverages   | 4,986                  | 8,752                  | -                      | 2,000                     | 2,000                    |
| 4169 Grants   | 107,500                | 49,000                 | 59,000                 | 53,262                    | 49,000                   |
| 4174 Equipment  | 12,424                 | 7,022                  | 36,354                 | 10,000                    | 10,000                   |
| 4199 Contingency  | -                      | -                      | -                      | 5,848                     | 5,924                    |
| 4373 Building Improvements  | -                      | 14,839                 | 7,878                  | 7,500                     | -                        |
| 4379 Loss on Sale of Assets   | -                      | 36,418                 | -                      | -                         | -                        |
| 44141 Transfer Out - Capital Projects                                   | -                      | -                      | -                      | 50,000                    | -                        |
| <b>Total Financing Uses</b>   | <b>385,787</b>         | <b>675,714</b>         | <b>787,357</b>         | <b>896,163</b>            | <b>719,153</b>           |
| <b>Excess (Deficiency) of Financing<br/>Sources over Financing Uses</b> | <b>77,075</b>          | <b>(93,435)</b>        | <b>(46,169)</b>        | <b>-</b>                  | <b>-</b>                 |
| <b>Fund Balance (Deficit) - Beginning</b>                               | <b>216,360</b>         | <b>293,435</b>         | <b>369,848</b>         | <b>323,679</b>            | <b>323,679</b>           |
| <b>Fund Balance (Deficit) - Ending</b>                                  | <b>\$ 293,435</b>      | <b>\$ 200,000</b>      | <b>\$ 323,679</b>      | <b>\$ 323,679</b>         | <b>\$ 323,679</b>        |

**5**

| <b>Staffing Information</b>      | <b>Bi-weekly Salary</b> |                | <b>Full-time Equivalent</b> |                |                |
|----------------------------------|-------------------------|----------------|-----------------------------|----------------|----------------|
|                                  | <b>Minimum</b>          | <b>Maximum</b> | <b>FY 2008</b>              | <b>FY 2009</b> | <b>FY 2010</b> |
| <b>Regular:</b>                  |                         |                |                             |                |                |
| Marketing/Development Specialist | \$ 1,286.40             | \$ 2,026.10    | 1.00                        | 1.00           | 1.00           |
| <b>Part-time</b>                 |                         |                |                             |                |                |
| Production/Office Coordinator    | \$ 1,089.60             | \$ 1,716.10    | 1.00                        | 0.75           | 0.75           |
| <b>Seasonal:</b>                 |                         |                | 4.70                        | 4.70           | 4.70           |
| Talent Manager                   | \$ 15.93                | \$ 25.49       |                             |                |                |
| Stage Manager                    | \$ 15.93                | \$ 25.49       |                             |                |                |
| Event Producer                   | \$ 12.25                | \$ 19.60       |                             |                |                |
| Stage Technician                 | \$ 12.25                | \$ 19.60       |                             |                |                |
| Stage Manger Assistant           | \$ 9.43                 | \$ 15.08       |                             |                |                |
| Stage Technical Assistant        | \$ 9.43                 | \$ 15.08       |                             |                |                |
| Box Office Manager               | \$ 9.43                 | \$ 15.08       |                             |                |                |
| House Manager                    | \$ 9.43                 | \$ 15.08       |                             |                |                |
| Marketing/Development Intern     | \$ 9.43                 | \$ 15.08       |                             |                |                |
| Venue Coordinator                | \$ 9.43                 | \$ 15.08       |                             |                |                |
| Concessions Manager              | \$ 9.43                 | \$ 15.08       |                             |                |                |
| Spotlight Operator               | \$ 7.25                 | \$ 11.60       |                             |                |                |
| Concessions Staff                | \$ 7.25                 | \$ 11.60       |                             |                |                |
| Box Office Staff                 | \$ 7.25                 | \$ 11.60       |                             |                |                |
| Custodian I/II                   | \$ 7.25                 | \$ 11.60       |                             |                |                |
| Parking / Backstage Attendant    | \$ 7.25                 | \$ 11.60       |                             |                |                |
| <b>Total FTEs</b>                |                         |                | <b>6.70</b>                 | <b>6.45</b>    | <b>6.45</b>    |

**Budget Information (cont.)**
**Fund 26 - Sandy Arts Guild**

| <b>Fee Information</b>                    | <b>2006<br/>Approved</b> | <b>2007<br/>Approved</b> | <b>2008<br/>Approved</b> | <b>2009<br/>Approved</b> | <b>2010<br/>Approved</b> |          |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|----------|
| <b>31667 Single Season Passes</b>         |                          |                          |                          |                          |                          |          |
| Mounted/Permanent Seat (Premium)          | \$90                     | \$95                     | \$100                    | \$115                    | \$120                    | <b>3</b> |
| Mounted/Permanent Seat (Priority)         | \$80                     | \$85                     | \$88                     | \$98                     | \$103                    | <b>3</b> |
| Lawn Seating (Adult)                      | \$50                     | \$50                     | \$54                     | \$67                     | \$70                     | <b>3</b> |
| Lawn Seating (Under 18)                   | \$40                     | \$40                     | \$42                     | \$57                     | \$60                     | <b>3</b> |
| <b>31667 Half Season Plans</b>            |                          |                          |                          |                          |                          |          |
| Mounted/Permanent Seat (Premium)          | \$50                     | \$55                     | \$55                     | \$69                     | \$69                     |          |
| Mounted/Permanent Seat (Priority)         | \$45                     | \$50                     | \$50                     | \$59                     | \$59                     |          |
| Lawn Seating (Adult)                      | \$30                     | \$30                     | \$31                     | \$40                     | \$40                     |          |
| Lawn Seating (Under 18)                   | \$25                     | \$25                     | \$25                     | \$35                     | \$35                     |          |
| <b>31667 Design-Your-Season Plan</b>      |                          |                          |                          |                          |                          |          |
| Pick at least 6 shows to receive discount | N/A                      | N/A                      | N/A                      | 15%                      | 15%                      |          |
| <b>31668 Single Event Tickets</b>         | Per Event                | Per Event                | Per Ticket               | Per Ticket               | Per Ticket               |          |
| Single Event Ticket Processing Fee        | \$1                      | \$1                      | \$1                      | \$1                      | \$1                      |          |
| <b>31493 Amphitheater Rental / day</b>    | \$1,250                  | \$1,250                  | \$1,250                  | \$1,250                  | \$1,250                  |          |
| City Sponsored Group - Rehearsal          | \$100                    | \$100                    | \$100                    | \$100                    | \$100                    |          |
| City Sponsored Group - Performance        | \$200                    | \$200                    | \$200                    | \$200                    | \$200                    |          |
| Stage Manager Fee / day 4 hr. max         | \$175                    | \$175                    | \$175                    | \$175                    | \$175                    |          |
| Tech Crew Fee / day 4 hr. max             | \$400                    | \$400                    | \$400                    | \$400                    | \$400                    |          |
| Parking Fee / ticket (paid by promoter)   | \$0.50                   | \$0.50                   | \$0.50                   | \$0.50                   | \$0.50                   |          |
| Building Fee / ticket (paid by promoter)  | N/A                      | N/A                      | N/A                      | \$0.50                   | \$0.50                   |          |
| Security (per officer per hour)           | N/A                      | N/A                      | N/A                      | \$50                     | \$50                     |          |
| EMTs (per technician per hour)            | N/A                      | N/A                      | N/A                      | \$38                     | \$38                     |          |
| Cleaning Fee                              | \$100                    | \$100                    | \$100                    | \$100                    | \$100                    |          |
| <b>31642 Venue Merchandise Fee</b>        | 25%                      | 25%                      | 10% - 20%                | 10% - 20%                | 10% - 20%                |          |



New Fund Raising Campaign

The objectives of the Risk Management Division are (1) to assist city departments in the implementation of effective safety and other loss prevention programs to protect the employees and assets of the city from injury, damage, or loss; (2) to minimize loss or injury when incidents do occur; and (3) to appropriately finance or insure the cost of claims, injuries, and losses. The policies, practices, and procedures adopted to achieve these objectives focus on the following:

- Inspections, audits, and claims analysis to identify the risks involved in city operations and to estimate the potential severity of these risks.
- Training and other loss-prevention techniques to reduce or eliminate risks and to minimize the severity of injuries and losses.
- Prompt and professional investigation and handling of all claims to fairly evaluate potential liability and to settle claims promptly and fairly when appropriate. Communication with affected department personnel and directors is to be maintained to develop trust and understanding of decisions and actions taken.
- Review of city contracts to assure that proper risk transfer techniques have been utilized by departments to require contractors, vendors, and others to have adequate insurance, to insure the city, and to take other measures to protect the city from loss due to the actions of the contractor, subcontractors, and others.
- Careful and timely evaluation of financing alternatives, including options available through commercial insurance, self-insurance, and other options. Current policy decisions have resulted in increasing use of self-funding options to capitalize on the city's excellent loss experience in liability and fleet / motor vehicle coverage. Current trends indicate potential for savings by increasing reliance on the self-funding alternative.
- Adequate funding of all reserve funds to assure compliance with GASB standards and to protect the taxpayers from unfunded liability loss costs. Revenue sources include a dedicated property tax, a workers compensation payroll assessment, and general fund and enterprise fund contributions.
- General Liability - Maintain or improve 5-year rolling average in claims per employee and claim cost per employee.
- Workers Compensation - Maintain or improve 5-year rolling average in claims per employee and claim cost per employee.
- Reserve Funding - Maintain adequate funding of GL, WC, and property reserve funds to meet GASB standards and to make timely payment of all claims and claim expenses.

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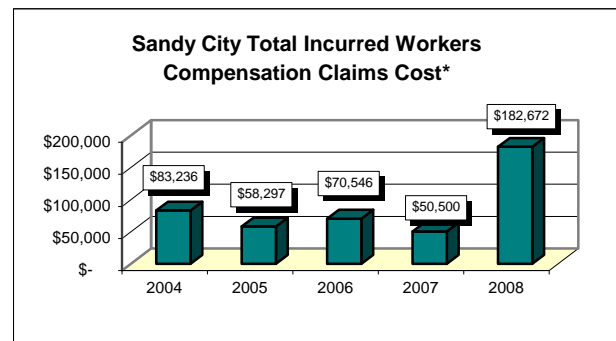
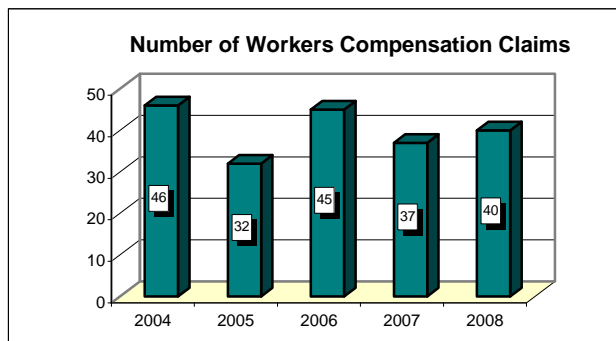
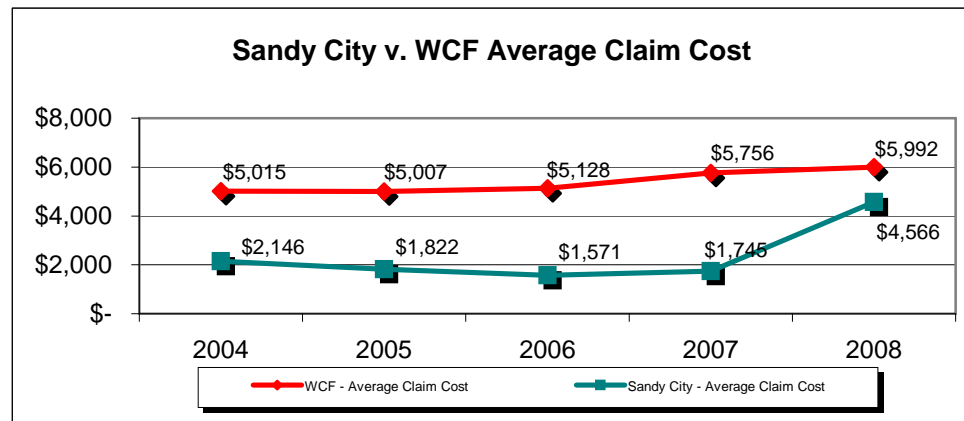
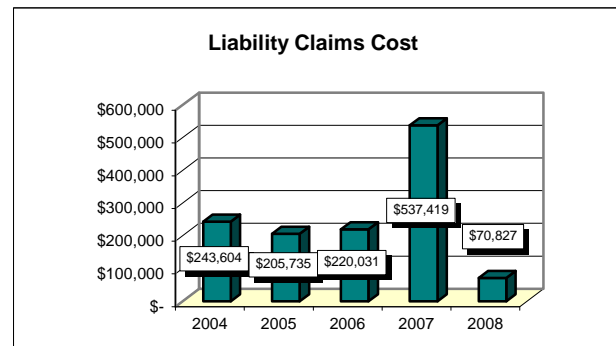
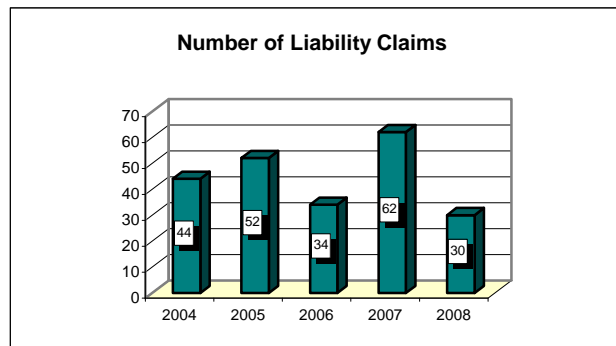
## **Five-year Accomplishments**

**General Liability** - The number and cost of liability claims filed against the city is the lowest it has been in the last five years despite an increase in the cost of claims, number of employees, population base, and scope of services. This is attributed to improved safety programs, safety audits and training, and constant review of all claims and accidents by the department safety committees and the city's risk committee. The cost of claims rose significantly in FY 2006 as a result of several expensive claims and lawsuits.

**Workers Compensation** - The total incurred cost of the workers compensation claims filed by city employees rose dramatically in 2008 compared to the city's 5-year rolling average. This is because several of the injuries sustained by city employees were serious in nature and required surgery and/or extensive treatment. Despite this fact, the city's average claims cost is still below WCF's average claims cost. Over the past five years, the city has received the following awards in recognition of our success in achieving workplace safety:

- June 8, 2004 - the WCF "Charles A. Caine Award" for workplace safety in 2003 (one of 13 given)
- 2004 - the WCF "Excellence in Safety Award in Recognition of Excellence in Safeguarding Employees"
- June 1, 2006 - the WCF "Charles A. Caine Award" for workplace safety in 2005 (one of 16 given)
- June 2008 - the WCF "Charles A. Caine Award" for workplace safety in 2007 (one of 14 given)

**Property** - During the past five years, no property losses have been paid by the city's insurance carrier, and we have benefited by a substantial decrease in our property insurance rates. This was accomplished in spite of the current market trends which have often resulted in dramatic rate increases following the hurricanes and other natural disasters of the past few years.



\*The number of workers compensation claims filed by city employees in 2008 is consistent with the city's five-year rolling average. Unfortunately, several of the workers compensation claims filed in 2008 involved serious injuries. Consequently, the total incurred cost of the claims in 2008 and the average cost per claim rose dramatically.

## Significant Budget Issues

- 1 Safety Officer** - Due to a retirement, the Risk Management Officer position was reclassified as a Safety Officer. The overall result was a savings in the regular pay line item.
- 2 Seasonal FTE's** - Due to budget cuts, seasonal FTE's have been eliminated for FY 2010.



# Budget Information

# Fund 65 - Risk Management

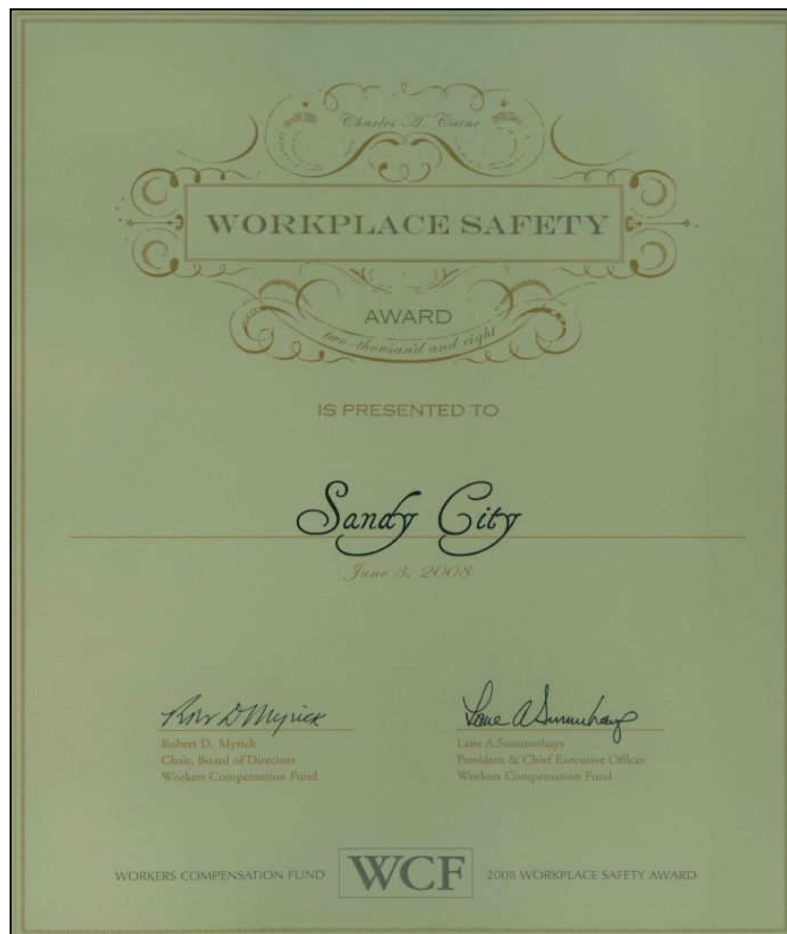
| Department 1215   | 2006<br>Actual      | 2007<br>Actual      | 2008<br>Actual      | 2009<br>Estimated   | 2010<br>Approved    |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|
| <b>Financing Sources:</b>   |                     |                     |                     |                     |                     |
| 31111 Property Taxes - Current                                      | \$ 376,507          | \$ 382,065          | \$ 386,462          | \$ 388,101          | \$ 399,101          |
| 3119 Miscellaneous Revenue  | 7,076               | 8,076               | 8,336               | 1,594               | -                   |
| 31191 Misc. Revenue - WCF Dividend                                  | 23,573              | 40,081              | 59,609              | -                   | -                   |
| 318281 Workers Comp. Charges  | 299,201             | 314,996             | 340,373             | 300,475             | 253,011             |
| 318282 Risk Management Charges                                      | 529,714             | 493,297             | 434,013             | 386,449             | 408,693             |
| 3361 Interest Income  | 138,095             | 189,665             | 154,658             | 87,180              | 35,035              |
| <b>Total Financing Sources</b>                                      | <b>\$ 1,374,166</b> | <b>\$ 1,428,180</b> | <b>\$ 1,383,451</b> | <b>\$ 1,163,799</b> | <b>\$ 1,095,840</b> |
| <b>Financing Uses:</b>  |                     |                     |                     |                     |                     |
| 411111 Regular Pay  | 208,028             | 214,109             | 225,882             | 220,655             | 165,203             |
| 411121 Seasonal Pay   | 4,282               | 2,782               | 2,848               | 5,000               | -                   |
| 411211 Variable Benefits  | 45,275              | 45,539              | 49,889              | 47,745              | 35,046              |
| 411213 Fixed Benefits   | 19,166              | 24,511              | 24,368              | 24,763              | 29,192              |
| 41131 Vehicle Allowance   | 5,161               | 5,556               | 4,708               | 5,796               | 5,796               |
| 41132 Mileage Reimbursement   | 217                 | 74                  | 944                 | 300                 | 300                 |
| 4121 Books, Sub. & Memberships                                      | 2,034               | 2,154               | 2,160               | 2,206               | 2,000               |
| 41231 Travel  | 5,375               | 3,008               | 3,236               | 4,200               | 3,800               |
| 41232 Meetings  | 2,921               | 2,413               | 1,889               | 3,150               | 2,800               |
| 41235 Training  | 470                 | 963                 | 1,155               | 1,200               | 1,200               |
| 412400 Office Supplies  | 238                 | 3,324               | 724                 | 1,100               | 1,100               |
| 412420 Postage  | 713                 | 564                 | 606                 | 600                 | 600                 |
| 412440 Computer Supplies  | -                   | 52                  | 1,095               | 427                 | 427                 |
| 412490 Miscellaneous Supplies                                       | 922                 | 1,421               | 1,065               | 1,100               | 1,100               |
| 412611 Telephone  | 1,203               | 1,085               | 1,483               | 1,546               | 1,680               |
| 413611 Gen. Liability/Auto Insurance                                | 99,343              | 105,033             | 99,890              | 100,118             | 107,864             |
| 413613 Gen. Liability Claim Payments                                | 577,942             | (54,861)            | 237,562             | 276,669             | 289,403             |
| 413621 Property Insurance   | 142,369             | 88,432              | 97,397              | 132,919             | 133,975             |
| 413631 Workers Comp. Insurance                                      | 247,721             | 247,883             | 254,451             | 248,189             | 204,349             |
| 413641 Fidelity Bonds   | 5,858               | 5,968               | 5,728               | 5,676               | 5,676               |
| 41365 Broker Fees   | 19,384              | 6,861               | 18,112              | 20,000              | 20,000              |
| 413661 Employee Safety Awards                                       | 35,025              | 54,637              | 53,848              | 56,000              | 58,000              |
| 413662 Safety Program   | 26,330              | 33,828              | 599                 | 6,000               | 4,000               |
| 413723 UCAN Charges   | 25                  | -                   | -                   | 270                 | 270                 |
| 4137903 Real Estate Appraiser                                       | -                   | -                   | -                   | 27,500              | -                   |
| 41401 Administrative Charges  | -                   | 60,216              | 71,890              | 68,610              | 74,642              |
| 414111 IS Charges   | 8,173               | 8,892               | 9,538               | 9,913               | 9,417               |
| 441411 Transfer Out - CP Fund                                       | -                   | 100,000             | 150,000             | 50,000              | -                   |
| <b>Total Financing Uses</b>   | <b>\$ 1,458,175</b> | <b>\$ 964,444</b>   | <b>\$ 1,321,067</b> | <b>\$ 1,321,652</b> | <b>\$ 1,157,840</b> |
| <b>Excess (Deficiency) of Financing Sources over Financing Uses</b> | <b>(84,009)</b>     | <b>463,736</b>      | <b>62,384</b>       | <b>(157,853)</b>    | <b>(62,000)</b>     |
| <b>Accrual Adjustment</b>   | <b>150,058</b>      | <b>(221,579)</b>    | <b>(72,532)</b>     | <b>-</b>            | <b>-</b>            |
| <b>Balance - Beginning</b>  | <b>3,372,311</b>    | <b>3,438,360</b>    | <b>3,680,517</b>    | <b>3,670,369</b>    | <b>3,512,516</b>    |
| <b>Balance - Ending</b>   | <b>\$ 3,438,360</b> | <b>\$ 3,680,517</b> | <b>\$ 3,670,369</b> | <b>\$ 3,512,516</b> | <b>\$ 3,450,516</b> |

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# Budget Information (cont.)

# Fund 65 - Risk Management

| Staffing Information           | Bi-weekly Salary |             | Full-time Equivalent |         |         |
|--------------------------------|------------------|-------------|----------------------|---------|---------|
|                                | Minimum          | Maximum     | FY 2008              | FY 2009 | FY 2010 |
| <b>Appointed - Category 2:</b> |                  |             |                      |         |         |
| Risk Manager / Fund Counsel    | \$ 2,775.20      | \$ 4,370.90 | 1.00                 | 1.00    | 1.00    |
| <b>Regular:</b>                |                  |             |                      |         |         |
| Risk Management Officer        | \$ 2,240.00      | \$ 3,528.00 | 1.00                 | 1.00    | 0.00    |
| Safety Officer                 | \$ 1,588.00      | \$ 2,501.10 | 0.00                 | 0.00    | 1.00    |
| <b>Part-time:</b>              |                  |             |                      |         |         |
| Risk Management Assistant      | \$ 10.27         | \$ 16.18    | 0.50                 | 0.50    | 0.50    |
| <b>Seasonal:</b>               |                  |             |                      |         |         |
| Intern                         | \$ 9.43          | \$ 15.08    | 0.00                 | 0.17    | 0.00    |
| Receptionist                   | \$ 7.25          | \$ 11.60    |                      |         |         |
| <b>Total FTEs</b>              |                  |             | 2.50                 | 2.67    | 2.50    |



Sandy City was one of 14 organizations that was selected in 2008 from the 27,000 policyholders insured by the Workers Compensation Fund of Utah to receive the Charles A. Caine Safety Award. Sandy City has received more safety awards from the Fund than any other policy holder (both public and private) during the past decade.